CalPHIN

People • Process • Technology

California Public Health Information Network

Volume III Implementation Plan

June 2003

Preface

The Department of Health Services, Division of Communicable Disease Control (DCDC) contracted with Synergy Consulting, Inc. to facilitate development of a Strategic Plan to incorporate the Centers for Disease Control and Prevention's (CDC) National Electronic Disease Surveillance System (NEDSS) standards into the State's public health systems. The DCDC, disease surveillance programs, local health departments, and other public health stakeholders collaborated to develop the strategic plan.

During development of this Plan, the CDC expanded the scope of its NEDSS effort to define a "network" of activities that supports public health surveillance. This expanded initiative is currently known as the Public Health Information Network (PHIN). California's initiative is referred to as the California Public Health Information Network (CalPHIN) Strategic Plan. This gives California a "name brand" that aligns with CDC efforts, incorporates the technical advantages of NEDSS, and includes the expanded value of a common business perspective for disease surveillance.

The CalPHIN Strategic Plan focuses on the people involved in collecting and using the relevant public health information, the business processes that support disease surveillance in the State, and the technology to enable efficient collection and processing of information. The result of the planning effort is presented in four documents.

> Executive Summary: Summarizes the information contained in the three detailed volumes of the Plan.
>
> Volume I Current Environment: Provides an overview of the current technical information systems that support disease surveillance throughout the State. Volume I describes the systems and assesses their compliance with the NEDSS standards.
>
> Volume II Strategic Plan: Identifies current business and technical challenges facing the State's public health system. This document presents a strategic vision along with a detailed discussion of the goals, objectives, and strategies to migrate the current environment to one that incorporates NEDSS standards and positions public health activities for continued success.
>
> Volume III Implementation Plan: Presents a "road map" for implementing the CalPHIN vision. The Implementation Plan presents prioritized strategies, a plan for early success of CalPHIN, and a foundation for future systems to support disease surveillance and other public health management functions.

Message from DCDC

I am pleased to present the California Public Health Information Network (CalPHIN) Strategic Plan for 2003. This long-term Plan is an integral part of our commitment to protect and improve the health of all Californians. Increasingly, the California Department of Health Services (Department) looks to technology for contributions to solutions for the tough public health challenges facing our State. Information technology, such as the Internet, holds great promise for improving California's public health system as it carries out its mission. In addition, our technology infrastructure and core data are immensely valuable assets that must be well managed to facilitate working relationships with our public health partners. This Strategic Plan presents specific, business-driven goals, objectives, and strategies that we can pursue to leverage technology and data in every way possible to better serve California's public health.

Recent events make this Plan both timely and urgent. These events have dramatically underscored the importance of an effective, comprehensive public health information network that links key information with decision-makers in a timely manner. Business as usual is not acceptable. For this reason, this Strategic Plan provides an essential road map for the CalPHIN initiative in making the right business and technology choices over the next several years. Ultimately, as we proceed in enhancing our public health system and bioterrorism preparedness and response activities, I believe this Plan will help position us to leverage the power of technology more fully to accomplish the CalPHIN vision and support the Department's mission.

The foundational elements of this Strategic Plan include CalPHIN's vision, strategic goals, objectives, and strategies. These elements align with the Department's mission, vision, and key issues, the Division of Communicable Disease Control's major activities, and the Centers for Disease Control and Prevention's Public Health Information Network requirements. Along with key stakeholder input, they serve as the foundation for the CalPHIN initiative's six strategic goals: Leadership, Standards, Collaboration, Enabling Technology, Security/Confidentiality, and Project Success.

Many people contributed to the development of this Plan. We had participation from various DHS organizations, local health departments, and other agencies and departments throughout the State that are a critical part of improving public health. I thank each of you for your contributions of time, effort, and insight. Individually and collectively, you have helped to make the Plan a sound and credible guide for the CalPHIN initiative. By committing to the Plan's goals and strategies, I am confident the CalPHIN effort will effectively utilize collaborative efforts, streamlined processes, and technology to maintain and support the State's public health system for future generations. I look forward to joining with you as we work toward implementing the elements of this Strategic Plan.

_____   _____
Mark Starr, DVM, MPVM, Dipl. ACVPM   (Date)
Acting Chief

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INTRODUCTION

The California Public Health Information Network (CalPHIN) Implementation Plan is a companion document to the CalPHIN Strategic Plan. The implementation plan provides the step-by-step plan for collective action by California's public health partners to achieve the CalPHIN vision. While the CalPHIN Office will oversee activities presented in this Plan, it is the responsibility of all public health stakeholders to encourage participation and take the initiative to proactively undertake the CalPHIN activities described in this Implementation Plan.

As documented in the first two volumes of this series (Current Environment and CalPHIN Strategic Plan), California needs an integrated public health information system to effectively meet the data needs of local, State, and Federal public health programs. On a daily basis, California's public health system partners—public health professionals, health care providers, researchers, community advocates, insurers, business leaders, policy-makers—are limited in their ability to access relevant, population-based information. Though many information systems exist, these systems are not integrated and do not adhere to an established set of standards. This means that the systems operate independently of each other, rather than as a network of linked systems, as envisioned in the CalPHIN Strategic Plan. This fact contributes to many system inefficiencies and deficiencies, such as duplicate data entry, incomplete data on individuals, and unreported information.

To address these concerns, the CalPHIN initiative proposes to integrate a number of types of health and disease information, including laboratory results and disease surveillance data, from many public health programs. Key aspects of the CalPHIN initiative include:

- **Clearly defined vision** – The CalPHIN vision describes a desired future for California's public health systems.
- **Achievable scope** – The CalPHIN scope is initially limited to communicable disease control as a first step before addressing the "bigger picture" (i.e., integration of data of all types from throughout the entire public health system).
- **Effective governance** – Senior-level commitment and leadership is critical to the success of CalPHIN.
- **Coordination of efforts** – Effective implementation of the CalPHIN vision will require the cooperation of all public health stakeholders.
- **Stewardship of information** – Information is a Department-wide resource that must be protected, shared, enriched, and accessed for appropriate public health purposes.
- **Respectful of privacy and security** – Any action taken to promote information sharing must first recognize the need to protect and secure confidential information.
- **Focus on early successes** – It is imperative that the CalPHIN effort achieves early success as a way to consolidate the trust and confidence of the partners.
- **Leverage enabling and emerging technologies** – The CalPHIN vision emphasizes the adoption of technologies that are re-usable and that support efficient information sharing among public health partners.

The CalPHIN Strategic Plan centers around the following six strategic goals:

- **Leadership:** Establish leadership to guide the development, evaluation, and implementation of CalPHIN policy and initiatives

- **Standards:** Develop and implement standards and procedures to support the management of public health information
- **Collaboration:** Develop and manage public health systems collaboratively with partners and key stakeholders to improve public health data sharing and infrastructure development
- **Enabling Technology:** Implement reliable, effective, and efficient information technology solutions to support the public health information infrastructure
- **Security/Confidentiality:** Provide a secure environment for public health information that protects the privacy of Californians
- **Project Success:** Deliver public health projects on time and within budget while successfully achieving objectives

In support of these Strategic Goals, the CalPHIN Strategic Plan includes 22 Objectives and more than 50 specific Strategies. Figure 1, below, summarizes the relationship between the CalPHIN Strategic Goals, supporting Objectives, and Strategies. The specific CalPHIN Strategies, organized by Strategic Goal, are presented in Appendix A of this document.

Figure 1. CalPHIN Strategies Context
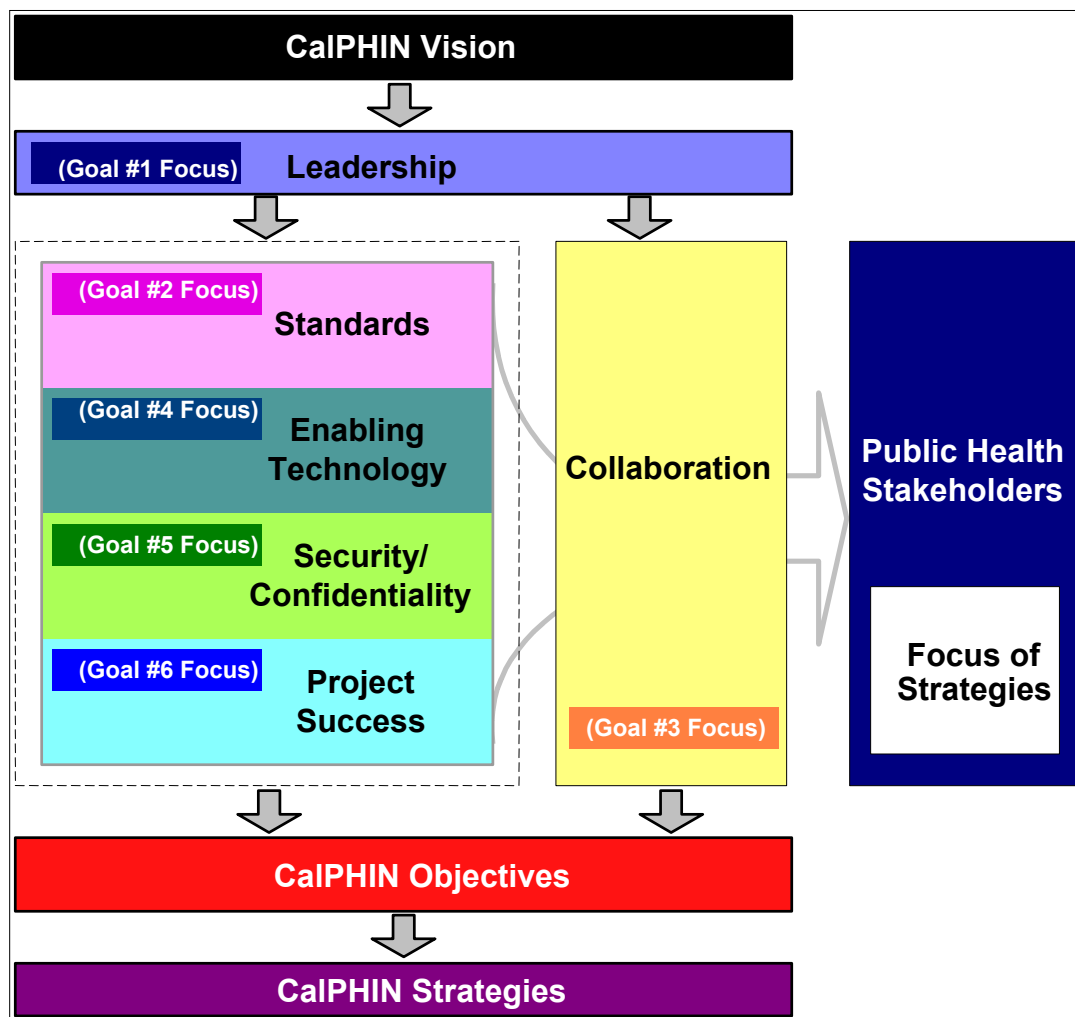
Achieving the CalPHIN vision calls for more than the adoption of new technology. Indeed, the full value of CalPHIN will be realized only when new and updated business processes and practices are implemented with the support of more robust public health information systems. Put simply, new ways of doing business must accompany the adoption of new information technology systems.

The CalPHIN Implementation Plan emphasizes the need for strong project management and leadership. In addition, the Implementation Plan calls for close coordination and cooperation among CalPHIN partners and stakeholders as a way to provide the greatest possible value in the short and long terms. The Implementation Plan is logically phased to ensure that all efforts achieve the highest possible impact and value. Overall success will require the involvement of the right people at the right time, breaking the initiative into manageable work phases, and closely monitoring and controlling all CalPHIN activities.

As a major strategic initiative, CalPHIN is more likely to succeed if it is implemented incrementally, with frequent and broad sharing of successes by function, program, and business unit. Such success stories will demonstrate the benefits of CalPHIN, consolidate credibility, build awareness, and dramatically improve the long-term viability of the CalPHIN vision. To this end, the Implementation Plan proposes achieving some "quick wins" that will demonstrate that success and progress is possible and that will cumulatively build a foundation for broad and long-term success.

The CalPHIN Implementation Plan was developed with input from a variety of sources. The planning process itself demonstrated a high level of cooperation and collaboration among the CalPHIN public health partners. The resulting Plan is a roadmap for change in the public health industry that will create an environment of success built on an integrated network of people, processes, and technology.

The Implementation Plan is a document that will change over time. As such, it should be adapted at each point in time to fit the context and needs of specific public health system partners and stakeholders. Certainly, all the partners expect the implementation of CalPHIN initiatives to be a continuous effort of the CalPHIN Office, and that the Plan will be regularly updated.

The Implementation Plan is presented in the following sections:

- Strategy Prioritization
- Action Plan
- Implementation Risks
- Conclusions

STRATEGY PRIORITIZATION

The CalPHIN Project Team (see Appendix B) identified over 50 strategies under the six strategic goals. Since the CalPHIN effort will leverage existing capabilities as much as possible, staff and financial resources to develop and deploy the strategies will be limited. For this reason, the strategies must be prioritized. To identify the strategies best suited for early implementation, the Project Team developed a framework for prioritization.

Strategy prioritization provides an achievable structure for the implementation of CalPHIN. The prioritization approach considered such issues as business needs, technical dependencies, collaboration and integration, and associated risks. As part of the approach, the Project Team conducted a qualitative analysis, based on specific guiding principles, to identify those strategies that are best suited for early implementation. The following section provides an overview of the methodology used to prioritize the strategies.

Basis for Strategy Prioritization

To define a phased approach to CalPHIN, the Project Team identified the highest priority strategies, based on seven guiding principles. These principles were adopted to ensure that every investment in CalPHIN would yield the greatest possible return. The Project Team evaluated each CalPHIN strategy against these guiding principles to determine which ones promised the greatest return. The results of this analysis guided development of the implementation plan.

The following guiding principles were used to direct the prioritization of CalPHIN strategies:

- **Critical to CalPHIN achievement** – addresses or achieves fundamental requirements for an integrated and sustainable CalPHIN effort

- **Adds efficiency to the overall public health effort** – results in cost and/or time savings

- **Showcases the benefits of the CalPHIN effort** – promotes a positive image of the CalPHIN initiative to public health stakeholders

- **Supports activities across multiple public health projects in California** – addresses CalPHIN components that include a cross-project focus

- **Supports Centers for Disease Control and Prevention (CDC) initiative specifications and corresponding funding requirements** – complies with documented CDC functional and technical specifications

- **Does not inhibit the progress of other projects** – complements, and expands upon existing investments

- **Feasible to complete in a manageable work phase** – able to be broken down into manageable pieces of work with clear deliverables and time frames

After the strategies were prioritized, the Project Team identified the specific work activities necessary to achieve each strategy in the short-term (within 1 year), mid-term (2 - 3 years), or long-term (4 - 5 years). Several strategies combine short, mid, and long-term activities. Consequently, these strategies are listed in multiple sections. The results of this analysis are presented in the following section.

ACTION PLAN

The Action Plan presents the blueprint for CalPHIN implementation. The recommendations in this Action Plan build on current and previous public health activities, and incorporate additional steps needed to achieve the broader CalPHIN Vision.

The success of this plan depends upon the collective commitment of the CalPHIN management team, individual project managers, and work group participants.   Collectively, they will need to designate resources to lead and implement the recommended changes. Resources from stakeholders in terms of the investment of time, expertise, personnel, and funding will be key to the success of the effort. While funding reductions will almost certainly impact the CalPHIN implementation timeframes, there must be an ongoing commitment to continuous progress and improvement using available resources.

The Action Plan comprises short-, mid-, and long-term components. The short-term activities should begin and, to the extent possible, be completed within the first year. These activities include establishing the CalPHIN governance structure, educating public health partners about the plan, and implementing "quick wins" to demonstrate the value of the CalPHIN effort. The mid-term (2 - 3 years) and long-term (4 - 5 years) activities will build upon early successes and broaden the foundation of the initiative. Mid- and long-term activities include the more ambitious efforts to integrate the public health network of people, processes, and technology.

The overall Action Plan is presented in tables to make it more readable. The description of each strategy includes a brief overview of inputs (resources needed to implement the strategy), a description of the activities need to execute the strategy, the anticipated outputs, or results, of the strategy), the kick-off date, and the expected duration.

Short-term (One year)

The activities presented in this section are intended for completion in the first year. The results of the early activities include the following:

- Educate internal and external stakeholders on the CalPHIN effort
- Establish necessary governance structures
- Facilitate crucial information sharing between partners and stakeholders
- Provide short-term projects to demonstrate the potential for CalPHIN success

To promote trust and confidence in the CalPHIN effort, the initiative needs to achieve some early successes. These quick-wins may be completed without a significant investment, and can have an immediate positive impact on the process. Quick-win projects are relatively low in cost to implement, and demonstrate a commitment by the Department to embrace change and encourage the proactive participation of State and local public health stakeholders. Many quick wins were identified during the strategic planning process and have become part of the short-term plan. Additional quick wins will be identified as the CalPHIN effort proceeds and will be implemented periodically throughout the CalPHIN lifespan.

In the short-term, representatives of California's public health programs will oversee the CalPHIN effort. This includes convening the CalPHIN Office and work groups, adopting effective project management activities, and developing detailed work plans. This Action Plan recognizes the critical importance of senior-level commitment and leadership in this effort. Collectively, the NEDSS/CalPHIN Steering Committee, the CalPHIN Office, and its working groups must engage in the ongoing evolution and implementation of the Plan.

The results of the short-term activities will provide important insight and experience that will contribute to the successful implementation of the mid and long-term strategies.

Figure 2, beginning on the following page, presents the CalPHIN activities to be initiated in the short term. The referenced CalPHIN Strategies are presented in detail in Appendix A, by their corresponding Strategy Number.

Figure 2. CalPHIN Short-term Activities

Key:
Strategy Number: The CalPHIN Strategy reference number
Inputs: What is to be invested – participants, time, money, technology, equipment
Activities: Specific actions that support CalPHIN Strategies
Outputs: What are the anticipated results – workshops, meetings, product development, training and who is reached – agencies, organizations, decision makers
Timeframe: Estimated starting date and duration

**Short-term Activities**					
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
1.1	▪ CalPHIN Project Sponsors ▪ CalPHIN Marketing Materials ▪ CalPHIN Strategic and Implementation Plans	▪ Develop presentation for DHS Executives ▪ Present CalPHIN Strategic and Implementation Plans to DHS Executives o Utilize a summary PowerPoint Presentation and CalPHIN Fact Sheets ▪ Obtain commitment/support from DHS Executives for the CalPHIN Initiative ▪ Work with DHS Executives and specifically the Director's Office to bring about understanding and support	▪ CalPHIN presentation tailored to DHS Executives ▪ DHS Executive Office understanding and buy-in of CalPHIN ▪ Approved CalPHIN Strategic and Implementation Plans	Year 1, mo. 1 (15 days)	

3.2	▪ Current NEDSS/CalPHIN Steering Committee members
	▪ CalPHIN Project Manager and Data Architect
	▪ Information Technology Services Division (ITSD), Information Security Office (ISO) staff
	▪ ITSD, Planning and Project Management Branch (PPMB) staff
	▪ Representative Local Health Departments (LHDs) -- small, medium, and large
		▪ Assemble NEDSS/CalPHIN Steering Committee
		   o Expand membership offering to the California public health system stakeholders
		   o Identify experts and stakeholder representatives to participate on the Policy and Planning Work Group
		   o Utilize CalPHIN Strategic Plan interview list as a starting point to identify potential Work Group members
		   o Make certain there is executive level membership from each CalPHIN stakeholder organization
		▪ Create guiding coalition of leaders and stakeholders who will own and drive CalPHIN forward
		▪ Present CalPHIN Strategic and Implementation Plans to this group for comments/suggestions
			▪ Steering Committee Meeting
			▪ CalPHIN Policy and Planning Work Group formed
			▪ Approved CalPHIN Strategic Plan and Implementation Plan
			▪ CalPHIN Short-term Scope Statement
			▪ Work Group member support of Strategic Plan
			▪ CalPHIN Status Report
				Year 1, mo. 1 (25 days)	

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[1] CalPHIN Strategies are presented in detail in Appendix A.

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

	▪ State and local current and planned systems' developers
	▪ State and local surveillance program staff
	▪ State and local epidemiologists
	▪ Bioterrorism surveillance section team
	▪ Relevant State and local public health professionals
	▪ CDC) representative
	▪ CalPHIN Strategic Plan
	▪ CalPHIN Implementation Plan
	▪ CDC PHIN documentation
		▪ Provide a status report of CalPHIN projects/initiatives
		▪ Finalize the CalPHIN Strategic and Implementation Plans
		▪ Form the CalPHIN Policy and Planning Work Group
		   ○ Develop a Charter for this Work Group including roles and responsibilities
		   ○ Establish a firm meeting timeframe
		▪ Develop a statement of scope – what's in and what's out of CalPHIN in the short-term			

1.5	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ Interested public health stakeholders
	▪ CalPHIN Strategic Plan: Appendix A
		▪ Solicit input from the Policy and Planning Work Group (existing steering committee) members to identify candidates from program areas, local health departments and organizations, and information technology organizations to participate in a CalPHIN Work Group.
		▪ Determine if existing organizations may function as, or lead a Work Group.
		▪ Identify members of the CalPHIN Work Groups (i.e., Education and Outreach, Technology, Standards, Security and Privacy, Project Management)
		   ○ Define composition of Work Groups to ensure adequate participation from a variety of stakeholders
		      ▪ Identify skills needed to serve on committees
		      ▪ Membership for the Education and Outreach, Standards, Technology, and Security and Privacy Work groups should include broad stakeholder participation, including public health programs, local health departments, information technology divisions and offices, and other internal and external stakeholders with specific subject matter expertise
			▪ CalPHIN Education and Outreach, Technology, Standards, Security and Privacy, and Project Management Work Group members identified
			▪ Chartered CalPHIN Work Groups
			▪ Work Group communication protocol
				Year 1, mo. 1 (45 days)	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
		▪ Membership for the Project Management Work Group should include project managers for all information technology development projects relevant to CalPHIN ▪ Charter Work Groups ○ Identify roles and responsibilities			

1.2	▪ CalPHIN Policy and Planning Work Group
	▪ CalPHIN Project Manager and Data Architect
	▪ CalPHIN Project Sponsors
	▪ CalPHIN Short-term Scope Statement
	▪ CalPHIN Strategic Plan: Appendix A
		▪ If funding is available, staff the CalPHIN office with new personnel. If no funding, ask for volunteers from the Policy and Planning Work Group to staff the Office
		   ○ Select a qualified Project Manager, Program Manager, Technical Manager, and support staff (such as business and database analysts)
		   ○ Designate senior health official to serve as CalPHIN Project Director
		▪ Develop job descriptions with roles and responsibilities
		▪ Charter CalPHIN Office as a policy setting organization
			▪ Chartered CalPHIN Office to provide oversight and policy direction to CalPHIN effort
			▪ CalPHIN Office Program Director to coordinate/ manage CalPHIN activities
			▪ CalPHIN Office membership identified
				Year 1, mo.1 (32 days)	

3.6	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Education and Outreach Work Group ▪ CalPHIN Strategic Plan: Appendix B ▪ CDC NEDSS/PHIN documentation ▪ Resources from stakeholders in terms of office space for meetings	▪ Meeting with the Education and Outreach Work Group to develop a plan to communicate the Strategic and Implementation Plans, educate partners on the Plan and the general CalPHIN effort, generate buy-in, using lessons learned from other state, county, and local partners, and incorporate best practices ▪ Establish plan on meeting frequency and location ▪ Establish this Work Group's communication protocol	▪ CalPHIN Education and Outreach Work Group ▪ Plan to communicate and educate partners on the Strategic and Implementation Plans and general CalPHIN effort	Year 1, mo. 2 (20 days) Periodic Work Group Meetings	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
3.7	• CalPHIN Education and Outreach Work Group • CalPHIN Strategic Plan: Appendix B • CalPHIN project documentation • CDC NEDSS/PHIN documentation • Resources from stakeholders in terms of printing materials	• Determine information and communication needs of CalPHIN Stakeholders • Determine how stakeholders would like to receive information (e.g., email, website, reports, informal and formal communications) • Develop protocol to communicate CalPHIN activities • Develop marketing and publicity collateral ○ Develop email updates, educational white papers, fact sheets, and focus group presentations	• Defined CalPHIN stakeholder information needs • CalPHIN Communication protocol • CalPHIN Marketing Materials • Periodic Work Group meetings	Year 1, mo. 2 (35 days) Ongoing updates of marketing materials	

1.4	• CalPHIN Office
	• CalPHIN Policy and Planning Work Group
	• CalPHIN Education and Outreach Work Group
	• CalPHIN Project Manager
	• State and local stakeholders
	• CalPHIN-related systems developers and sponsors
	• CalPHIN Marketing Materials
		• Identify **key** internal and external public health stakeholders, users, and inputs for CalPHIN
		  ○ Identify, categorize, and include the user community
		  ○ Identify a list of stakeholders to be involved in short and mid-term CalPHIN activities as well as a list of stakeholders to be involved in long-term activities
		  ○ Ensure local participation
		    ▪ Identify local champions to promote the CalPHIN Plan and contribute good ideas
		• Distribute marketing materials to communicate CalPHIN activities to relevant key stakeholders
		• Communicate the role of the CalPHIN Office
		• Develop plan to provide ongoing communication to stakeholders
		• Identify responsible party to maintain communication activities
			• Identification of key CalPHIN stakeholders for the short-term, mid-term, and long-term activities
			• Public health stakeholders understanding and buy-in of CalPHIN
			• Identification of a CalPHIN Communications Lead
			• Protocol to maintain communication with stakeholders
				Year 1, mo. 3 (35 days)	

Short-term Activities					
Strategy Number[1]	Inputs	Activities	Outputs	Estimated Timeframe	Status
4.1 3.2	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ ITSD staff ▪ Interested public health stakeholders with technological expertise ▪ CalPHIN Strategic Plan: Appendix A ▪ Resources from stakeholders in terms of office space for meetings	▪ Meeting with the Technology Work Group to develop plans to provide advice and feedback on technology solutions and options to public health stakeholders involved in CalPHIN activities ▪ Select a qualified Technologist to lead the Group ▪ Establish plan on meeting frequency and location ▪ Establish Work Group communication protocol	▪ Established CalPHIN Technology Work Group ▪ Identified Work Group lead ▪ Periodic Work Group meetings	Year 1, mo. 4 (5 days) Periodic Work Group Meetings	
2.1	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Data Architect ▪ ITSD staff ▪ CDC representative ▪ Interested public health stakeholders with subject matter expertise ▪ CalPHIN Strategic Plan: Appendix A ▪ Resources from stakeholders in terms of office space for meetings	▪ Meeting with the Standards Work Group to develop plans to evaluate, develop, approve, disseminate, and maintain CalPHIN standards ▪ This group's primary purpose is to boost standards development processes by identifying existing activities, identifying potential partners, and doing initial groundwork to enter into dialogue for consensus on standards ▪ The CalPHIN Data Architect will lead this group ▪ Establish plan on meeting frequency and location ▪ Establish Work Group communication protocol	▪ Established CalPHIN Standards Work Group ▪ Identified Work Group lead ▪ Periodic Work Group meetings	Year 1, mo. 4 (5 days) Periodic Work Group Meetings	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
6.4	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Project Manager ▪ CalPHIN-related systems' Project Managers ▪ CalPHIN Strategic Plan: Appendix A ▪ Resources from stakeholders in terms of office space for meetings	▪ Meeting with the Project Management Group to develop plans to provide a forum for CalPHIN-related project managers to coordinate activities, agree upon standard project management activities and development protocol, and strategically plan integration ▪ This group will monitor and coordinate integration activities and quick win projects while maintaining the CalPHIN vision ▪ The group will serve as a liaison between individual project managers and CalPHIN managers ▪ Select a qualified Project Manager to lead the Group ▪ Establish plan on meeting frequency and location ▪ Establish Work Group communication protocol ▪ Define metrics to measure project progress, both at an individual project level, and at an aggregated level for all CalPHIN-related project portfolios, and to incorporate these metrics into the project management activities	▪ Established CalPHIN Project Management Work Group ▪ Identified Work Group lead ▪ Periodic Work Group meetings ▪ Defined measurement metrics	Year 1, mo. 4 (5 days) Periodic Work Group Meetings	
5.1	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ DHS, Office of HIPAA Compliance (OHC) staff ▪ Interested public health stakeholders with subject matter expertise ▪ CalPHIN Strategic Plan: Appendix A ▪ Resources from stakeholders in terms of office space for meetings	▪ Meeting with the Security and Privacy Group to develop plans to facilitate the adoption of privacy and security principles to be used in the development of CalPHIN ▪ Establish plan on meeting frequency and location ▪ Establish Work Group communication protocol	▪ Established CalPHIN Security and Privacy Work Group ▪ Identified Work Group lead ▪ Work Group meetings	Year 1, mo. 4 (5 days) Periodic Work Group Meetings	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

1.7
 	
3.8
	▪ CalPHIN Office
	▪ CalPHIN Project Management Work Group
	▪ CalPHIN Project Manager
	▪ DHS Program area managers
	▪ DHS Legal Services
	▪ CalPHIN Marketing Materials
	▪ Resources from stakeholders in terms of office space for meetings
		▪ Research data stewardship policies and practices in other states' public health surveillance programs
		▪ Communicate the best practices and benefits of data stewardship versus data ownership
		▪ Bring program area managers and information technology managers together to discuss a progression toward data stewardship
		  o Identify next steps
		  o Identify any issues with moving toward data stewardship practices in California
		  o Obtain key concerns an d objectives from major stakeholders
		▪ Collaborate with program area managers and stakeholders to move forward
			▪ Best practices and benefits of data stewardship for public health data
			▪ Data stewardship meetings with program area managers
			▪ Identification of issues and concerns with moving toward data stewardship in public health
				Year 1, mo. 4
				Ongoing	

4.10	▪ CalPHIN Office
	▪ CalPHIN Technology Work Group
	▪ CalPHIN Project Manager
	▪ ITSD staff
	▪ CalPHIN-related system developers and project managers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II)
	▪ CDC PHIN documentation
	▪ CalPHIN Strategic Plan
	▪ CalPHIN Implementation Plan
	▪ CalPHIN project documentation
	▪ Resources from stakeholders in terms of equipment and technology
		▪ Develop a CalPHIN website implementation plan
		  o Plan the content and organization of the website
		  o Identify developers and a responsible party to maintain the website
		▪ Gather information from current CalPHIN-related projects and Work Groups to populate the site
		▪ Develop CalPHIN website
		▪ Secure short-term hosting of CalPHIN website
		▪ Rollout website
		▪ Notify relevant stakeholders of website location and purpose of content
			▪ CalPHIN Website
			▪ Hosting of CalPHIN website
			▪ Responsible party to develop and maintain the website
				Year 1, mo. 5
				(60 days)	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
4.8	▪ CalPHIN Technology Work Group ▪ CalPHIN Project Management Work Group ▪ CalPHIN-related system owners and developers (e.g., MDL, CELDAR, CAHAN, EDRS, Web CMR, RASSCLE II) ▪ ITSD staff ▪ CalPHIN-related system users ▪ Relevant information system documentation and plans ▪ Resources from stakeholders in terms of equipment and technology	▪ Identify current CalPHIN-related development efforts and their status 　o Acquire project work plans from the individual efforts 　o Develop a comprehensive CalPHIN-wide IT development work plan for existing and planned development efforts, including cost, timelines, functionality, and testing 　o Create deliverable and system requirements document defining expected systems deliverables and requirements 　o Develop CalPHIN-wide design document for each component including data structure definitions, performance, and security requirements ▪ Complete the installation of current PHIN-compatible information system pilots and projects 　o Implement PHIN-compatible pilots statewide 　o Develop plans to integrate solutions ▪ Evaluate and build on current, tested quality systems work ▪ Develop workshops with system user groups ▪ Conduct periodic updates with stakeholders on information systems development efforts to leverage CalPHIN activities where possible	▪ Implemented CalPHIN-related pilots and projects ▪ Beginning of CalPHIN infrastructure ▪ CalPHIN IT work plan ▪ Deliverable and system requirements document ▪ CalPHIN design document	Year 1, mo. 5 Ongoing	
6.3	▪ CalPHIN Office ▪ ITSD staff ▪ ITSD, PPMB staff ▪ CalPHIN Project Management Work Group	▪ Present CalPHIN strategy to the DHS PPMB and other project management and planning stakeholders ▪ Create CalPHIN Fact Sheets and brochures to educate the PPMB on need to support coordinated CalPHIN initiatives ▪ Create comprehensive plans for CalPHIN projects ▪ Coordinate CalPHIN project management activities with the PPMB 　o Document agreed upon practices and procedures ▪ Utilize the Project Management Group and PPMB to minimize duplication of efforts and maximize prospects for integrating efforts and systems	▪ CalPHIN Presentation to the PPMB ▪ Coordinated CalPHIN Project Management Processes ▪ Better integration and streamlining of the project management process ▪ Enhanced project review, oversight, and reporting processes	Year 1, mo. 5 (60 days)	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
1.3	▪ CalPHIN Project Sponsors ▪ CalPHIN Project Director ▪ DHS Chief Deputy Director ▪ Deputy Director, Prevention Services ▪ Legislative and Government Affairs staff ▪ CalPHIN Marketing Materials	▪ Identify key legislators ▪ Identify potential legislative champions and interest groups ▪ Develop CalPHIN presentations tailored to key legislators and public groups ▪ Create CalPHIN Fact Sheets and brochures to educate legislators on need to support CalPHIN initiatives and funding ▪ Present CalPHIN Strategy to Legislative and Government Affairs staff ▪ Obtain support from legislative champions ▪ Identify potential legislation to support CalPHIN	▪ CalPHIN presentation tailored to legislators ▪ CalPHIN legislative champions ▪ Outlines for potential legislation	Year 1, mo. 6 (25 days)	
3.1	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ Academic Institutions ▪ State and local public health professionals ▪ Public health IT and business management vendors ▪ Other States' PHIN efforts ▪ Office of Legal Services	▪ Research partnership best practices ▪ Promote public, private, and academic partnerships in the development and use of CalPHIN ▪ Identify potential partnerships with local governments, other states, and public and private sector organizations ▪ Identify potential partnerships with vendors ▪ Present partnership agreements to DHS Legal Services for review ▪ Finalize partnerships	▪ Partnership best practices ▪ Identified CalPHIN partnerships ▪ CalPHIN Partnership Agreements	Year 1, mo. 7 Ongoing	

6.5	▪ CalPHIN Project Sponsors
	▪ CalPHIN Office
	▪ CalPHIN Project Manager
	▪ CalPHIN Project Management Work Group
	▪ DHS Program area chiefs
	▪ ITSD chiefs
	▪ ITSD, PPMB
	▪ Department of Finance (DOF) analysts
	▪ Current project approval and procurement processes
		▪ Work with the PPMB to confirm and document internal project reporting, oversight, and procurement processes
		  o Review and confirm existing project management reporting requirements for project sponsors, project steering committees, project managers, and program management
		  o Review and confirm project oversight process
		  o Review and confirm existing internal procurement processes with ITSD staff
		  o Document the specific steps in each process
		    ▪ Develop process flow diagrams
		  o Coordinate activities to streamline management reporting and procurement processes
		▪ Communicate internal procurement processes to relevant CalPHIN stakeholders
		▪ Encourage early communication between project management and control organizations and programs
			▪ Confirmed internal project reporting and procurement processes
			▪ Refined management reporting process
			▪ Refined project review and oversight processes
				Year 1, mo. 7 (30 days)	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

3.7	▪ CalPHIN Education and Outreach Work Group
	▪ CalPHIN Project Manager
	▪ CalPHIN Stakeholders
	▪ CalPHIN Strategic Plan: Appendix B
	▪ CalPHIN project documentation
	▪ CalPHIN marketing and publicity plan
	▪ Resources from stakeholders in terms of printing materials
		▪ Develop electronic bulletin board (or List-Server) to distribute event notices, requests, documents, and suggestions
		  o The bulletin board enables public health partners and stakeholders to share information of mutual interest. Appropriate communications include such things as:
		    ▪ Information on activities sponsored by the CalPHIN effort (e.g., conferences, meetings, short-courses)
		    ▪ Description of activities of interest to CalPHIN stakeholders sponsored by other groups
		    ▪ Questions from partners seeking assistance or discussion from other partners
		    ▪ Notifications and project documentation
		  o Establish email address and process for stakeholders to subscribe
			▪ CalPHIN electronic bulletin board
			▪ Posted CalPHIN marketing materials and documentation
				Year 1, mo. 7 (35 days)	

3.3	▪ CalPHIN Technology Work Group
	▪ State and local current and planned systems' developers
	▪ State and local surveillance program staff
	▪ Resources from stakeholders in terms of equipment and technology
		▪ Survey public health stakeholders to identify relevant CalPHIN projects
		  o Develop survey instrument to identify existing CalPHIN-related development efforts
		  o Distribute survey to relevant IT and business efforts (state and local)
		  o Collect and analyze survey results
		▪ Develop inventory of current and planned state and local applications and efforts
		  o Identify and document current and planned resource skills, technologies, and tools
		  o Identify and document current and planned shared activities/systems in support of CalPHIN
		▪ Distribute inventory to CalPHIN stakeholders
			▪ CalPHIN project survey instrument
			▪ Inventory of current and planned state and local CalPHIN-related applications and activities
			▪ Inventory of current and planned resource skills, technologies and tools
				Year 1, mo. 8 (35 days)	

Short-term Activities					
Strategy Number[1]	Inputs	Activities	Outputs	Estimated Timeframe	Status

2.5	▪ CalPHIN Standards Work Group
	▪ ITSD staff
	▪ Existing DHS Standards Documentation
	▪ Existing DHS Standards-Related Committees/Groups
	▪ CDC NEDSS/PHIN Standards
	▪ HIPAA Standards
	▪ Resources from stakeholders in terms of printing materials
		▪ Review existing standards documentation within DHS
		  ○ Work with ITSD staff to identify existing technology and data standards
		  ○ Collect current standards documentation
		▪ Develop survey instrument to identify existing data and technology standards used in current State and local development efforts
		  ○ Distribute survey to State and local public health IT efforts
		  ○ Collect and analyze survey results
		▪ Review existing Federal standards
		▪ Compile standards documentation
		▪ Publish and disseminate existing standards documentation
			▪ Standards survey instrument
			▪ Documented Inventory of Existing Standards used at the State, Local and Federal level
				Year 1, mo. 8 (30 days)	

4.3	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ CalPHIN-related system developers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II) ▪ Subject Matter Experts ▪ Resources from stakeholders in terms of funding, equipment, and technology	▪ Identify quick win projects ▪ Identify targets of opportunity to decrease costs and increase benefits ▪ Implement quick win projects ▪ Market successful project results to relevant stakeholders	▪ Implemented Quick Win projects ▪ Documented early successes which reinforce progress towards long-term goals ▪ Quick Win Marketing Materials	Year 1 Ongoing	

	Short-term Activities				
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
2.4	▪ CalPHIN Standards Work Group ▪ CalPHIN Technology Work Group ▪ CalPHIN Data Architect ▪ CalPHIN Project Manager ▪ DHS standards-related Committees/Groups ▪ CalPHIN-related system developers and project managers ▪ Inventory of existing CalPHIN standards	▪ Develop approval, implementation, and monitoring procedures in order to develop data, technology and business process standards for the CalPHIN effort ▪ Define process to develop, implement, and monitor standards ▪ Reach consensus with CalPHIN stakeholders on the standard procedures and processes ▪ Identify and define any potential issues for implementing standards ▪ Define re-evaluation period for developed standards	▪ Approval, development, implementation, and monitoring procedures for development of CalPHIN standards ▪ Stakeholder consensus on development of standards ▪ Identification of standards implementation issues ▪ Defined re-evaluation period for updating standards	Year 1, mo. 8 (45 days)	
2.7	▪ CalPHIN Standards Work Group ▪ DHS standards-related committees/groups ▪ Federal standards work groups ▪ State and local standards efforts ▪ Inventory of existing CalPHIN standards ▪ Non-NEDSS Base System States	▪ Identify relevant industry, Federal, State, and local standard setting organizations ▪ Identify current and planned State and local standard-setting efforts ▪ Participate in standard-setting and regulatory efforts/organizations ▪ Establish a liaison with relevant organizations, agencies, and groups ▪ Collaborate with relevant organizations ▪ Examine best practices of other agencies, governments, and private sector organizations ▪ Identify all non-NEDSS Base System based states o Identify best practices and standards in use in the other states' efforts	▪ Standards Best Practices ▪ Identification of relevant standard-setting and regulatory efforts/ organizations ▪ Identification of all non-NEDSS Base System based states ▪ Non-NEDSS Base System states' best practices and standards	Year 1, mo. 8 Ongoing	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

2.6	▪ CalPHIN Office
	▪ CalPHIN Standards Work Group
	▪ CalPHIN Project Management Work Group
	▪ CalPHIN-related project managers and system developers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II)
		▪ Define CalPHIN standards development priorities
		   o Prioritize development of standards needed to facilitate efforts to develop integrated information systems
		   o Convene stakeholders to develop consensus on priorities and responsibilities for standards development
		      ▪ Circulate list of proposed areas for standards for agreement on which standards should be developed first
			▪ CalPHIN standards development priorities	Year 1, mo. 8 (45 days)	

2.8	▪ CalPHIN Standards Work Group ▪ CalPHIN Technology Work Group ▪ CalPHIN-related project managers and system developers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II) ▪ Inventory of existing standards	▪ Identify which existing standards will be used in the CalPHIN efforts ▪ Identify current research on standards ▪ Leverage existing research ▪ Develop set of interim proposed standards based on existing documentation ▪ Make recommendations for a process for gaining a wider consensus of interested parties and stakeholders	▪ Existing standards to be used in CalPHIN efforts ▪ Interim CalPHIN standards	Year 1, mo. 8 (20 days)	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

5.3	▪ CalPHIN Security and Privacy Work Group
	▪ DHS Privacy and Security-related Committees/Groups and efforts
	▪ Federal Privacy and Security-related groups and efforts
	▪ State and local privacy and security efforts
	▪ OHC staff
	▪ Current DHS privacy and security regulations and mandates
		▪ Identify industry, Federal, State, and local privacy and security policy-setting organizations
		  ○ Identify current and planned State and local privacy and security-related efforts
		  ○ Collaborate with industry, Federal, State and local privacy and security policy-setting organizations
		  ○ Examine best practices of other agencies, governments, and private sector organizations
		▪ Work with established privacy and security organizations to research and identify desirable privacy and security current and best practices
		  ○ Participate in privacy and security efforts/organizations
		  ○ Establish a liaison with relevant organizations, agencies, and groups
		▪ Cultivate relationships with other states to share best practices and lessons learned
			▪ Standards Best Practices
			▪ Identification of privacy and security-related efforts/ organizations
			▪ Collaboration with privacy and security-related organizations
			▪ Knowledge of other states' PHIN efforts related to privacy and security
				Year 1, mo. 9 (120 days)	

5.8	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ CalPHIN Security and Privacy Work Group ▪ CalPHIN-related project managers and system developers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II) ▪ Existing DHS/public health privacy and security documentation	▪ Identify privacy and security policies ▪ Highlight privacy and security policies and issues relating to CalPHIN ▪ Work with the Education and Outreach Work Group to develop materials to promote privacy and security awareness throughout the CalPHIN effort ▪ Ensure current CalPHIN projects are aware of security and privacy issues related to their specific activities	▪ Sensitivity to security and privacy issues	Year 1, mo. 9 Ongoing	

	Short-term Activities				
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

2.2	▪ CalPHIN Policy and Planning Work Group
	▪ Standards Work Group
	▪ DHS Program area specialists
	▪ State and local epidemiologists
	▪ NEDSS Assessment Report
	▪ Existing process documentation
		▪ Identify and categorize the major business process areas required for CalPHIN, including existing information systems (in the short-term, the scope will include communicable disease programs)
		   o Gather information on current business practices
		   o Identify and interview subject matter experts
		   o Review current assessments and documentation for individual programs' processes
		▪ Document current public health processes
		▪ Analyze information
		▪ Develop draft of comprehensive public health processes
		▪ Present draft processes to SMEs for review
		▪ Present final documentation of current processes
			▪ Categorization of major CalPHIN business processes
			▪ Comprehensive model of relevant business processes
				Year 1, mo. 10 (210 days)	

6.6	▪ CalPHIN Office
	▪ CalPHIN Project Manager
	▪ CalPHIN Project Management Work Group
	▪ PPMB
	▪ DOF analysts
	▪ CalPHIN Strategic Plan
	▪ CalPHIN Marketing Materials
		▪ Present CalPHIN vision to information technology services' managers and staff
		▪ Initiate a cooperative work environment with information technology services staff to facilitate the development of project approval documents
		   o Review and confirm existing project review process, including types of reviews, participant roles, and frequency
		▪ Work with the ITSD and PPMB to identify steps/processes to improve the timeliness of the technology project approval process (e.g., internal steps that lead to the development of FSRs)
		   o Obtain documentation on the exact steps and timeframes involved in development of procurement documents
		   o Identify stakeholders involved in the process to develop procurement documents
		   o Identify steps to streamline the processes
			▪ Presentation of CalPHIN vision and Plan to information technology services staff
			▪ Streamlined process to develop procurement documents
				Year 1 Ongoing	

5.4	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Project Management Work Group ▪ Standards for Privacy and Individually Identifiable Health Information documentation	▪ Distribute "Standards for Privacy of Individually Identifiable Health Information" to CalPHIN stakeholders ▪ Develop checklist of compliance with the "Standards for Privacy of Individually Identifiable Health Information ▪ Request CalPHIN project managers to complete checklist, identify deficiencies, and implement actions to correct problem areas	▪ Voluntarily adhere to the Department of Health and Human Services, "Standards for Privacy of Individually Identifiable Health Information"	Year 1 Ongoing	

		Short-term Activities			
Strategy Number[1]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

6.2	▪ CalPHIN Office
	▪ CalPHIN Project Management Work Group
	▪ CalPHIN-related project managers and system developers (e.g., MDL, CELDAR, CT HEDIS Project, CAHAN, EDRS, Web CMR, RASSCLE II)
	▪ CalPHIN Strategic Plan
		▪ Identify standard project management principles and methodologies to incorporate into the CalPHIN effort
		▪ Identify standard project management tools for use in the CalPHIN effort
		▪ Adopt industry-standard technology project management methodologies
		▪ Promote the use of Project Management Principles and Methodologies within CalPHIN
		  o Distribute standard project management principles documentation to CalPHIN-related Project Managers
		  o Develop and distribute specific project management tools for use by CalPHIN-related project managers
		▪ Utilize performance measurements and review processes to track the progress and success of IT projects
		  o Utilize performance measures listed in CalPHIN Strategic Plan as a starting point
			▪ Standard project management principles and methodologies for CalPHIN
			▪ CalPHIN project management tools
			▪ CalPHIN performance measures
				Year 1, mo. 12 (150 days)	

Anticipated Benefits
- Effective use of information technology assets and personnel
- Reduces redundancy of planning and development efforts
- Visible results in the short term
- Enhanced awareness of the CalPHIN effort among public health stakeholders
- Develops common purpose among stakeholders
- Establishes a continuous communication relating to the CalPHIN scope and plan
- Encourages consistent support and participation of CalPHIN efforts
- Ensures common understanding and development of solutions to shared needs
- Increases buy-in and commitment to the CalPHIN initiative

Work Plan for Short-term Activities

ID	Task Name	March		August			January		June		November
		02/23	04/27	06/29	08/31	11/02	01/04	03/07	05/09	07/11	09/12	11/14
2	**CalPHIN Short-term Activities**										
3	**1.1 Present Strategic Plan to DHS Executives**										
8	**3.2 Convene Policy and Planning Work Group**										
22	**1.5 Identify and Charter Work Groups**										
31	**1.2 Create CalPHIN Office**										
37	**3.6 Convene Education and Outreach Work Group**										
41	**3.7 Establish Methods to Promote CalPHIN Activities**										
47	**1.4 Gain stakeholder commitment and support**										
57	**4.1 Identify Technology Work Group Participants; 3.2 Convene Policy and Planning and Technology Work Groups**										
62	**2.1 Convene Standards Work Group**										
67	**6.4 Convene Project Management Work Group**										
74	**5.1 Convene Security and Privacy Work Group**										
78	**1.7 Develop Change Management Plan; 3.8 Collaborate to Manage Public Health Data as a Department-wide Resource**										
88	**4.10 Implement Collaborative Website**										
97	**4.8 Complete Implementation of CalPHIN Compatible Projects**										
113	**6.3 Develop Project Management Plans to Coordinate CalPHIN Initiatives**										
120	**1.3 Garner Support from Statewide Decision-Makers**										
128	**3.1 Foster Collaboration and Ongoing Communication with CalPHIN Stakeholders**										
138	**6.5 Work with PPMB to Document Project Approval and Procurement Processes**										
148	**3.7 Establish Methods to Promote CalPHIN Activities**										
152	**3.3 Develop Inventory of Applications, Technologies, and Resource Skills**										
161	**2.5 Establish an Inventory of Existing Standards**										
172	**4.3 Identify and Implement Quick Win Projects**										
195	**2.4 Identify Procedures to Evaluate, Develop, Approve, Disseminate, and Maintain Standards**										
200	**2.7 Participate in Standard-Setting and Regulatory Efforts and Organizations**										
211	**2.6 Develop Priorities and Responsibilities for Standards Development**										
217	**2.8 Identify Inventory of Standards for CalPHIN Initiatives**										
222	**5.3 Participate in Privacy and Security Policy-Setting Efforts and Organizations**										
231	**5.8 Promote Privacy and Security Awareness Throughout CalPHIN**										
238	**2.2 Develop a Comprehensive Model of Core Business Processes**										
248	**6.6 Work Cooperatively with the PPMB to Improve Timeliness of Procurement Processes**										
256	**5.4 Adhere to "Standards for Privacy of Individually Identifiable Health Information"**										
260	**6.2 Promote the use of Project Management Principles and Methodologies within CalPHIN**										

A detailed work plan is presented in Appendix C.

Mid-term (Two - Three Years)

The strategies presented in this section are scheduled for completion in the second and third years of implementation. As with any systems development approach, the long-term CalPHIN development effort must first build a fundamental infrastructure to be used as common resource for later construction of shared applications/coordinated projects. During this phase of the implementation plan, infrastructure-related activities will be completed including the development of data, technology, and business process standards, reengineered business processes, and enhanced connectivity between people and technology.

The CalPHIN effort includes multiple public health stakeholders and information systems. To enable the diverse stakeholders and systems to work in a uniform and commonly understood manner, the CalPHIN initiative will establish data, technology and process standards early in the overall implementation process. These standards will help ensure consistency of definitions and processes to promote the quality of information exchanged between public health stakeholders. In addition, interoperability standards will be defined to facilitate the technical connectivity necessary for information sharing.

For the CalPHIN effort to adopt a shared approach to process management for public health, additional information about the current business processes, inputs they require, outputs they produce, and how they relate to each other needs to be defined in detail. As such, business process reengineering and development of a comprehensive business process model are included in the mid-term.

The mid-term activities provide common enablers for future projects to bring people together, providing high-level integrated plans for technology, and coordinating project management and control agency processes across the CalPHIN effort. Figure 3, beginning on the following page, presents the CalPHIN activities to be initiated in the mid term.

Figure 3. CalPHIN Mid-term Activities

Key:

Strategy Number: The CalPHIN Strategy reference number

Inputs: What is to be invested – participants, time, money, technology, equipment

Activities: Specific actions that support CalPHIN Strategies

Outputs: What are the anticipated results – workshops, meetings, product development, training and who is reached – agencies, organizations, decision makers

Timeframe: Estimated starting date and duration

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
1.9	▪ CalPHIN Office ▪ CalPHIN Project Manager ▪ CalPHIN Project Director ▪ Status reports from CalPHIN-related project managers and system developers ▪ Relevant public health stakeholders	▪ Track progress and results of CalPHIN initiatives (business, governance, and technology) ▪ Develop protocol and tool to track CalPHIN initiatives ▪ Identify responsible party to update and maintain the tracking tool o Update tracking tool quarterly ▪ Communicate status of initiatives to relevant stakeholders	▪ Tool to track progress of CalPHIN initiatives ▪ Status updates on CalPHIN initiatives ▪ Identification of process to update and maintain tracking tool	Year 2, mo. 1 (20 days) Ongoing updates	

3.4	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ Deputy Director, Prevention Services
	▪ Deputy Director, HISP
	▪ Deputy Director, EPO
	▪ Director's Office – BT Policy Director
	▪ Environmental and Occupation Disease Control Chiefs
	▪ DHS Program Area Chiefs
	▪ Deputy Director, Information Technology Services Division
		▪ Identify high-level key stakeholders with the authority to impact funding decisions
		▪ Review internal funding mechanisms
		▪ Commit adequate resources to support CalPHIN efforts
		  o Devise strategies to coordinate available funding and other resources
		  o Engage in joint planning efforts to encourage the ongoing exchange of information about integration efforts at the Federal, State, and local levels to minimize duplication and optimize funding and other resources
		  o Coordinate meetings around funding cycles
		  o Annually review the coordination of funding
		▪ Develop a coordinated strategy to pursue external funding or additional funding sources (e.g., e-Gov grants)
			▪ Meeting of key stakeholders with funding authority
			▪ Internal and external funding strategies
			▪ Potential joint development budgets
			▪ Opportunities to decrease costs
				Year 2 mo. 2 Year 3, mo. 2 (35 days) Annually	

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[2] CalPHIN Strategies are presented in detail in Appendix A.

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
	▪ Resources from stakeholders in terms of funding ▪ Program area planning documentation ▪ CalPHIN planning documents	▪ Ensure funding and other resources are efficiently distributed according to established priorities on an ongoing basis ▪ Participate in funding initiatives or other cooperative activities to support CalPHIN ▪ Develop business plan for public/private health partnership funding ▪ Identify opportunities for joint operation budgets ▪ Identify targets of opportunity to decrease costs and increase benefits			

1.4	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ CalPHIN Project Manager
	▪ Program area managers
	▪ State and local system developers
	▪ Previously contacted public health stakeholders that declined initial participation in the effort
	▪ Non-DCDC Public Health stakeholders such as:
	  ▪ Office of AIDS
	  ▪ Division of Drinking Water and Environmental Management
	  ▪ Office of Statewide Health Planning and Development
	  ▪ Medi-Cal Managed Care
	  ▪ Chronic Disease and Injury Control
	  ▪ Cancer Control Branch
	  ▪ Radiologic Health Branch
		▪ Identify <u>additional</u> internal and external public health stakeholders, users, and inputs for CalPHIN
		  o Expand local participation
		    ▪ Identify additional local champions to promote CalPHIN Plan and contribute good ideas
		▪ Distribute CalPHIN education materials to communicate CalPHIN activities to relevant stakeholders
		▪ Communicate progress of CalPHIN and early successes
		▪ Develop plan to provide ongoing communication to stakeholders
		▪ Secure input from all affected parties to determine data desired (comprehensiveness of CalPHIN) and needs
			▪ Expanded public health stakeholders understanding and buy-in of CalPHIN
			▪ Distributed marketing materials
				Year 2, mo 3 Ongoing	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
	▪ Office of Binational Border Health ▪ Legislative and Governmental Affairs				
3.1	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ Academic Institutions ▪ State and local public health professionals ▪ Public health IT and business management vendors ▪ Office of Legal Services	▪ Expand public, private, and academic partnerships in the development and use of CalPHIN 　○ Promote partnerships as collaborative, synergistic alliances of diverse public health partners working towards community and public health improvement 　○ Identify additional potential partnerships with local governments 　○ Identify additional potential partnerships with public and private sector organizations ▪ Discuss reward system for successful public and private partnerships ▪ Develop recommendations on new business models to support public and private health partnerships at the State, regional, and local level	▪ Additional CalPHIN partnerships ▪ Additional partnership agreements ▪ Identification of new ways of doing business	Year 2, mo. 4 Ongoing	
5.5 5.6	▪ CalPHIN Standards Work Group ▪ CalPHIN Security and Privacy Work Group ▪ OHC Staff ▪ ITSD staff ▪ ITSD, ISO staff ▪ Office of Legal Services ▪ Public Health Security and Privacy initiatives ▪ DHS Security and Privacy efforts/groups	▪ Obtain a legal assessment on any gaps and barriers among current privacy and security practices that impact the CalPHIN initiative ▪ Obtain legal opinion on the laws restricting the sharing of public health data ▪ Develop draft data security rules and user access privileges to ensure data integrity and security across systems ▪ Present draft recommendations to SMEs for review ▪ Publish and communicate data security rules and user access privileges to CalPHIN stakeholders ▪ Expand public key infrastructure to support secure electronic transactions 　○ Build on existing PKI efforts and expand statewide ▪ Define data security and access rules ▪ Establish hierarchy for data access privileges ▪ Define process for maintaining user privileges (adds, changes and deletes)	▪ Proposed data security rules and user access privileges ▪ Identification of gaps and barriers ▪ Legal opinion on laws restricting integration and data sharing ▪ Expanded public key infrastructure ▪ Document security rules for users	Year 2, mo. 4 (20 days) Updates as necessary	

		Mid-term Activities			
Strategy Number[2]	Inputs	Activities	Outputs	Estimated Timeframe	Status

2.8
 	
2.9
	▪ CalPHIN Office
	▪ CalPHIN Technology Work Group
	▪ CalPHIN Standards Work Group
	▪ ITSD staff
	▪ CalPHIN-related project managers and system developers
	▪ Inventory of existing standards
	▪ List of priorities for standards development
	▪ Relevant State and Federal standards and specifications
		▪ Review identified priorities for implementation of standards for data, definitions, communications, technology and processes to ensure consistency of data over time and across public health stakeholders and programs
		▪ Develop consistent standards in priority areas to facilitate data capture and secure exchange
		  o Define public health data and data linkage standards
		  o Define technology, specific vendor tools, and technologies standards
		  o Define business process standards
		  o Develop and use information exchange protocols
		  o Establish communication protocols to be used for public health communications
		▪ Publish and communicate CalPHIN standards
		▪ Promote broadest possible application and use of adopted standards
		  o Communicate standards to relevant stakeholders
		  o Obtain consensus from effected stakeholders on proposed standards
		▪ Promote use of published standards in all new development efforts
		▪ Conduct ongoing compliance assessments
			▪ Inventory of standards for CalPHIN
			▪ Published CalPHIN data, technology, and process standards
			▪ Stakeholder buy-in of proposed standards
				Year 2, mo. 4 (215 days)	

2.3
 	
4.7
	▪ CalPHIN Office
	▪ CalPHIN Technology Work Group
	▪ CalPHIN Standards Work Group
	▪ CalPHIN Data Architect
	▪ ITSD staff
	▪ CalPHIN-related project managers and system developers
	▪ Relevant State and Federal data standards and specifications
		▪ Review State and Federal data models and standards
		  o Update definitions of each relevant data element and associated editing and cross-validation rules
		  o Update rules and specifications on how to build CalPHIN-compliant databases
		  o Obtain consensus on common core data elements for client-oriented information
		▪ Identify points of integration for the CalPHIN effort
		  o Update integration standards and specifications
		▪ Develop data modeling rules and specifications to guide future systems development efforts
		▪ Periodically refine and confirm those specifications
		▪ Refine proposed architecture as CalPHIN implementation progresses
		▪ Expand existing data models to support future development
			▪ CalPHIN data modeling rules and specifications
			▪ Identified points of integration
			▪ Integration standards and specifications
				Year 2, mo. 4 (125 days) Ongoing	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
5.7 3.8	• CalPHIN Office • CalPHIN Project Sponsors • CalPHIN Project Management Work Group • Office of Civil Rights • Office of Legal Services • DHS program area managers • CalPHIN marketing materials	• Continue to communicate the best practices and benefits of data stewardship versus data ownership • Periodically bring DHS program area and information technology managers together to discuss a progression toward data stewardship o Identify next steps • Seek adoption of policies, mandates, regulations and organizational practices that promote data access, sharing, and protection of confidentiality • Promote a sense of Department-wide data stewardship as opposed to data ownership • Collaborate with all applicable programs to manage public health data as a Department-wide resource, regardless of its physical location • Ensure resources are leveraged effectively and costs minimized during application design and development	• Communication of Best Practices and benefits of data stewardship for public health to relevant stakeholders • Periodic data stewardship meetings with program area managers • Adoption of policies that maintain protection of confidentiality throughout CalPHIN • Collaborative approaches to manage data as a Department-wide resource	Year 2, mo. 5 Ongoing	

3.5	• CalPHIN Office
	• CalPHIN Policy and Planning Work Group
	• Program Area Chiefs
	• Information Technology Services Managers
	• Public health IT and business management vendors
	• Office of Legal Services
	• Local Health Departments
		• Negotiate agreements among public health stakeholders to facilitate data and resource sharing
		• Develop formal agreements between programs and jurisdictions to facilitate data and resource sharing (e.g., Memorandum's Of Understandings - MOUs)
		  o Draft terms of agreements
		  o Present agreements to the Office of Legal Services for review
		  o Finalize agreements
			• CalPHIN data and resource sharing agreements
			• Memorandums of Understanding
				Year 2, mo. 5 Year 3, mo. 5 (30 days) Ongoing, as necessary	

Mid-term Activities					
Strategy Number[2]	Inputs	Activities	Outputs	Estimated Timeframe	Status

4.6
 	
6.1
	▪ CalPHIN Office
	▪ CalPHIN Project Manager
	▪ CalPHIN Data Architect
	▪ ITSD ISO and PPMB staff
	▪ Representative LHDs (small, medium, and large)
	▪ State and local current and planned system developers
	▪ State and local surveillance program staff
	▪ DHS Program area staff
	▪ State and local epidemiologists
	▪ Bioterrorism surveillance section team
	▪ Relevant State and local public health professionals
	▪ CDC representative
	▪ CalPHIN Strategic Plan
	▪ CalPHIN Implementation Plan
	▪ CDC PHIN documentation
		▪ Prior to systems development and implementation, complete Business Process Reengineering (BPR) assessments of public health systems
		  o Review current public health system processes
		  o Review best practices for public health processes
		  o Develop conceptual designs of streamlined business processes
		  o Develop new process flows
		  o Present new process flows to relevant stakeholders
		▪ Engage key stakeholders in the development of requirements
		  o Include thorough stakeholder requirements analysis (State and local) prior to any systems development effort
			▪ Streamlined business processes prior to systems development
			▪ Stakeholder requirements documentation
				Year 2, 3 Ongoing	

5.2	▪ CalPHIN Security and Privacy Work Group ▪ CalPHIN Project Manager ▪ DHS, OHC staff ▪ ITSD staff ▪ Office of Civil Rights ▪ Office of Legal Services ▪ CalPHIN-related system developers and project managers	▪ Work with existing security and privacy efforts/organizations to develop procedures for developing security and privacy policies and practices ▪ Define approval, implementation, and monitoring procedures to develop security and privacy standards and processes ▪ Define re-evaluation period for policies and procedures	▪ Procedures to develop security and privacy practices ▪ Process to approve, implement and monitor procedures	Year 2, mo. 8 (60 days)	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
2.10	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ ITSD staff ▪ State and local systems developers ▪ CalPHIN-related project managers ▪ CalPHIN Standards Documentation ▪ Resources from stakeholders in terms of funding	▪ Develop cost/benefits analysis of purchasing enterprise wide licenses for tools and technologies identified as CalPHIN Standards o Involve broad stakeholder input in the identification of the potential tools and technologies ▪ Negotiate enterprise-wide license and volume purchase agreements for standard software, hardware, and services	▪ Cost/benefit analysis ▪ Enterprise wide licenses for standard technologies and tools	Year 2, mo. 8 Year 3, mo. 8 (30 days) Annually	

4.2
 	
4.4
	▪ CalPHIN Policy and Planning Work Group
	▪ CalPHIN Office
	▪ CalPHIN Project Management Work Group
	▪ CalPHIN Project Manager and Data Architect
	▪ ITSD ISO and PPMB staff
	▪ Representative LHDs (small, medium, and large)
	▪ State and local systems developers
	▪ State and local surveillance program staff
	▪ State and local epidemiologists
	▪ Bioterrorism surveillance section team
	▪ Relevant State and local public health professionals
	▪ CDC representative
	▪ CalPHIN Strategic Plan
	▪ CalPHIN Implementation Plan
	▪ CDC PHIN documentation
		▪ Monitor progress of existing pilots and information system development efforts
		▪ Utilize existing CalPHIN infrastructure from existing systems to identify future CalPHIN projects
		▪ Identify, promote, and leverage resources to enable information exchange and communication across networks, systems, and application development efforts
		▪ Implement improved information and data management strategies to support timely, accurate, valid, collection, processing, and analysis of data within the State and to share within CalPHIN
		  o Develop implementation and coordination plans
		▪ Develop process to maintain shared information systems, processes, and components
		▪ Achieve economies by encouraging collaborative approaches and common solutions to technology issues
		  o Establish shared development environment
		  o Assess in-house development tools and methodologies
		  o Select "best of breed" tools and processes
		  o Procure tools and project management tools to support development efforts
			▪ Prioritized future CalPHIN projects
			▪ CalPHIN Implementation and Coordination Plans
			▪ Shared development environment
				Year 2, 3
				Ongoing	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
4.8	- CalPHIN Technology Work Group - CalPHIN Project Management Work Group - CalPHIN Data Models - Comprehensive CalPHIN project plans - CalPHIN-related system owners and developers - CalPHIN-related system users - Relevant information system documentation and plans - ITSD staff - Resources from stakeholders in terms of equipment and technology	- Identify current CalPHIN-related development efforts and their status - Obtain updated project work plans from the individual efforts - Update the comprehensive CalPHIN-wide IT development work plan for existing and planned development efforts, including cost, timelines, functionality and testing - Create deliverable and system requirements document defining expected systems deliverables and requirements - Update the CalPHIN-wide design document for each component including data structure definitions, performance, and security requirements - Complete the installation of current PHIN-compatible information system pilots and projects - Implement PHIN-compatible pilots statewide - Incorporate standards-system capabilities and characteristics - Develop plans to integrate solutions - Evaluate and build on current, tested quality systems work - Develop work shops with system user groups - Conduct periodic updates with stakeholders on information systems development efforts to leverage CalPHIN activities where possible	- Implemented CalPHIN-related projects - Expanded CalPHIN infrastructure - Updated CalPHIN IT work plan - Updated deliverable and system requirements document - Updated CalPHIN design document - Expanded information exchange and integration points	Year 2, 3 Bi-annually	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
4.1	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Technology Work Group ▪ Vendors associated with the CalPHIN effort ▪ Business analysts	▪ Review technical directions outlined for all information systems efforts related to the CalPHIN initiative o Review approaches to make certain they implement strategies to improve information and data management and support timely, accurate, valid, collection, processing, and analysis of public health data o Review technological tactical solutions to support strategies ▪ Research, identify, and devise strategies to resolve technology infrastructure issues and promote the utilization of standards ▪ Continue to research, analyze, and compile the findings and best practices of PHIN-related information systems development efforts in other states ▪ Share best practices findings with CalPHIN-related information systems project managers	▪ CalPHIN-related best practices for development efforts ▪ Technical recommendations	Year 2, 3 Ongoing	
6.5 **6.6**	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Project Sponsors ▪ CalPHIN Project Management Work Group ▪ ITSD staff ▪ ITSD, PPMB staff ▪ DOF analysts ▪ CalPHIN-related information systems development owners and project managers ▪ FSR guidelines and documentation	▪ Work with the PPMB to coordinate project management activities related to CalPHIN and to improve the timeliness of the external technology project approval process ▪ Encourage early communication between project management and control organizations and programs ▪ Work with PPMB to streamline internal procurement processes (identifying key steps and players) ▪ Communicate internal procurement processes to relevant project managers ▪ Facilitate the process of developing winning Feasibility Study Reports (FSR) that ensures rapid approval of proposed technology projects o Document and communicate external project approval processes o Confirm and communicate DHS-internal review and approval process for procurement documents o Communicate control agency reporting requirements for capital project IT procurements o Gather and make available a library of model FSRs, templates, guides, and other resources to support the development of successful FSRs	▪ Streamlined internal procurement processes ▪ Coordinated CalPHIN project management activities ▪ Process to coordinate FSR development efforts between programs and IT groups ▪ Library of FSR templates, guides, and other resources ▪ Presented CalPHIN vision to State Control Agencies	Year 2, mo. 9 (213 days)	

	Mid-term Activities				
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
		o Educate and inform Department staff about the Project Approval Process and how to write successful FSRs that meet State control agency expectations o Provide technical support to staff who are developing FSRs ▪ Work with State control agencies to clarify their expectations ▪ Share the CalPHIN vision and initiatives with State control agencies			
2.2	▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Standards Work Group ▪ Program area specialists ▪ State and local systems developers ▪ State and local epidemiologists ▪ NEDSS Assessment Report ▪ Existing process documentation ▪ Initial CalPHIN model of business processes	▪ Survey State and local public health participants regarding information management processes and practices o Develop a statewide needs assessment to systematically identify all information systems in California and provide useful descriptions of information management and sharing processes and practices ▪ Drill down each of the business areas defined in the CalPHIN process model to define detailed specifications of process data and information required for all users to conduct their job o Determine data needs o Define integrated processes o Develop system architectural framework go define how integrated processes and data interact	▪ Comprehensive model of supporting business processes ▪ System architectural framework ▪ More in depth understanding of public health agencies' information management and sharing practices	Year 2, mo. 9 (210 days)	
6.2	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ Standard project management methodologies ▪ CalPHIN performance measures ▪ CalPHIN-related project managers and system developers	▪ Promote the use of Project Management Principles and Methodologies within CalPHIN efforts ▪ Communicate industry-standard technology project management methodologies ▪ Review results of performance measurements and review processes to track the progress and success of IT projects	▪ Utilization of standard project management principles in CalPHIN effort ▪ Performance measurement results	Year 2, 3 Ongoing	

Mid-term Activities					
Strategy Number[2]	Inputs	Activities	Outputs	Estimated Timeframe	Status
4.9	- CalPHIN Office - CalPHIN Policy and Planning Work Group - CalPHIN Project Management Work Group - CalPHIN data models - Enterprise license agreements for reporting tools - State and local current and planned systems' developers - CalPHIN-related project managers - Resources from stakeholders in terms of equipment and technology	- Establish reporting capabilities for sharing public health information among public health stakeholders - Develop shared reporting data models - Develop shared reporting databases or necessary protocols - Identify and acquire reporting tools - Develop ad hoc reporting capabilities	- Shared reporting databases or protocols - Reporting tools - Ad hoc reporting capabilities	Year 2, mo. 10 (360 days)	
1.7	- CalPHIN Office - CalPHIN Policy and Planning Work Group - CalPHIN Project Management Work Group - State and local surveillance program staff - State and local current and planned systems' developers - CalPHIN-related project managers and system developers	- Research change management best practices - Document current change management processes within DHS - Devise strategies to manage risks and resolve obstacles with CalPHIN development efforts - Develop change management plan to work in the new CalPHIN model - Develop formal change control processes - Promote and communicate desired future environment - Communicate change management plan to relevant stakeholders	- Change Management Best Practices - CalPHIN Change Management Plan	Year 2, mo.11 (90 days)	
1.6	- CalPHIN Office - CalPHIN Policy and Planning Work Group	- Research conflict and problem resolution best practices - Document current conflict and problem resolution processes - Develop appropriate conflict and problem resolution processes and controls in support of CalPHIN - Devise strategies to manage risks and resolve obstacles	- Conflict and Problem Resolution Best Practices - CalPHIN Problem Resolution Processes and Controls	Year 2, mo. 11 (60 days)	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
6.3	▪ CalPHIN Office ▪ ITSD staff ▪ ITSD PPMB staff ▪ CalPHIN Project Management Work Group	▪ Present CalPHIN strategy updates to the ITSD, PPMB and other project management and planning stakeholders on a ongoing basis ▪ Distribute CalPHIN Fact Sheets and brochures to update the PPMB on the progress of coordinated CalPHIN initiatives ▪ Continue to coordinate CalPHIN project management activities with the PPMB 　o Update and confirm agreed upon practices and procedures ▪ Utilize the Project Management Group and PPMB to minimize duplication of efforts and maximize prospects for integrating efforts and systems	▪ CalPHIN Presentations to the PPMB ▪ Coordinated CalPHIN Project Management Processes	Year 2, 3 Ongoing	
4.5	▪ CalPHIN Office ▪ CalPHIN Technology Work Group ▪ CalPHIN-related project managers and system developers	▪ Establish a Technical Resource Center under the Technology Work Group to unify/educate stakeholders regarding CalPHIN technologies and solutions 　o Identify experts and stakeholder representatives to participate in the work group 　o Consolidate technical resource information (standards, implementation notes, inventory of technology currently in use, data models, resource skills for business and technical solutions) 　o Create process to maintain technical information 　o Develop protocol for stakeholders to contact Technology Resource Center members (e.g., phone numbers, email addresses) ▪ Communicate availability of the resource center to relevant stakeholders to answer any technical questions	▪ CalPHIN Technology Resource Center ▪ Contact information for Resource Center members	Year 3, mo. 2 (15 days)	

		Mid-term Activities			
Strategy Number[2]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

1.8
 	
6.7
	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ HISP staff
	▪ State and local program area managers
	▪ ITSD managers
	▪ Current CalPHIN Strategic Plan
	▪ Resources from stakeholders in terms of printing materials
		▪ Participate in the strategic planning process in the Department
		  o Identify the impact of changes in the DHS strategic plan on CalPHIN
		  o Integrate CalPHIN IT planning with the development of business objectives to ensure alignment of IT and business goals with DHS
		▪ Annually update the CalPHIN strategic plan to provide ongoing and long-term direction
		▪ Ensure local participation in planning process
		  o Promote the concept that local planning processes should be shaped around the CalPHIN Plan and supporting strategies
			▪ Integrated technology and business planning
			▪ Updated strategic direction and implementation plan for CalPHIN
			▪ Updated CalPHIN Strategic Plan
				Year 2, 3 Annually	

2.7 5.3	▪ CalPHIN Standards Work Group ▪ DHS Standards-related Committees/Groups ▪ Federal Standards Work Groups ▪ State and local Standards efforts ▪ Inventory of existing CalPHIN standards	▪ Re-evaluate potential relevant industry, Federal, state, and local standard setting and privacy and security policy-setting organizations ▪ Establish a liaison with relevant organizations, agencies, and groups ▪ Collaborate with relevant organizations ▪ Continue relationships with other states to share best practices and lessons learned	▪ Identification of relevant Standard-setting and regulatory efforts/organizations ▪ Participation in regulatory efforts/ organizations	Year 3 Ongoing	

1.5
 	
3.2
 	
3.6
 	
2.1
 	
5.1
	▪ CalPHIN Work Group members
	▪ CalPHIN Project Manager and Data Architect
	▪ CalPHIN Project Sponsors
	▪ CalPHIN Short-term Scope Statement
	▪ CalPHIN Strategic Plan: Appendix A
		▪ Review membership and charter of the CalPHIN Office and supporting Work Groups and make changes as appropriate
		▪ Expand membership and scope of Work Groups as needed
		▪ Include private sector and additional public health organizations as members
		  o Membership for the Education and Outreach, Standards, Technology, and Security and Privacy Work groups should include broad stakeholder participation, including public health programs, local health departments, information technology divisions and offices, and other internal and external stakeholders with specific subject matter expertise
		  o Membership for the Project Management Work
			▪ Updated membership in CalPHIN work groups
			▪ Continued Work Group meetings
			▪ CalPHIN Work Group Status Reports
				Year 2, 3 Annually	

		Mid-term Activities			
Strategy Number[2]	Inputs	Activities	Outputs	Estimated Timeframe	Status
		Group should include project managers and vendors for all information technology development projects relevant to CalPHIN ▪ Work Group leads provide update reports to Policy and Planning Work Group and CalPHIN Office on progress			
1.3	▪ CalPHIN Project Sponsors ▪ Deputy Director, Prevention Services ▪ CalPHIN Office ▪ Program area chiefs ▪ ITSD leadership	▪ Identify additional legislative champions and interest groups ▪ Identify legislative provisions, regulations, and organizational practices that impede CalPHIN efforts to integrate public health information systems and system development efforts ▪ Secure legislation supporting integration and collaboration in California's public health system	▪ Additional legislative champions ▪ Proper legislation to promote integration	Year 2, 3 Ongoing	
3.7	▪ CalPHIN Education and Outreach Work Group ▪ CalPHIN Project Manager ▪ CalPHIN Stakeholders ▪ Updated CalPHIN Work Groups ▪ CalPHIN Strategic Plan: Appendix B ▪ Updated CalPHIN project documentation ▪ CalPHIN marketing and publicity plan ▪ CDC NEDSS/PHIN documentation ▪ Resources from stakeholders in terms of printing materials	▪ Update CalPHIN marketing and education materials o Update white papers, fact sheets, educational courses and group meeting presentations ▪ Utilize electronic bulletin board and CalPHIN website to communicate status of CalPHIN strategies and development activities to relevant stakeholders ▪ Continue to implement marketing and publicity plans	▪ Updated CalPHIN marketing materials ▪ Implemented marketing and publicity plans	Year 2, mo. 12 Year 3, mo. 12 (35 days) Includes periodic updates	
4.3	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ CalPHIN-related system developers ▪ Subject Matter Experts ▪ Resources from stakeholders in terms of funding, equipment, and technology	▪ Continue to Identify quick win projects ▪ Identify targets of opportunity to decrease costs and increase benefits ▪ Implement quick win projects ▪ Market successful project results to relevant stakeholders	▪ Implemented Quick Win projects ▪ Documented early successes which reinforce progress towards long-term goals ▪ Quick Win Marketing Materials	Year 2, 3 Ongoing	

		Mid-term Activities			
Strategy Number[2]	Inputs	Activities	Outputs	Estimated Timeframe	Status
4.10	▪ CalPHIN Office ▪ Technology Work Group ▪ ITSD ▪ CalPHIN-related system developers and project managers ▪ CalPHIN documentation ▪ CalPHIN Marketing and Education Materials	▪ Update CalPHIN website with changes as necessary ○ Update the website with meeting notices, agendas, and notes, document downloads, and maintenance ▪ Notify relevant stakeholders of website location and purpose of content ▪ Secure long-term hosting of CalPHIN website	▪ Updated CalPHIN Website ▪ Long-term hosting for CalPHIN Website	Year 2, 3 Ongoing	

Anticipated Benefits
- Provides for consistency in data and information
- Supports compatibility, interoperability, and integration of systems and processes between public health partners
- Effective use of information technology assets and personnel
- Reduces cost of business operations through use of standardized processes
- Reduces the cost and time to develop and deploy new capabilities through use of standard development processes, methods, and tools
- Establishes a collaborative work environment
- Provides for systems that can be maintained through use of standard COTS components, software reuse, and elimination of redundant system components.
- Provides cost effective, efficient software development and acquisition
- Enhances commitment by giving stakeholders a real voice in the process

Work Plan for Mid-term Activities

ID	Task Name	10/12	January 01/04	03/28	July 06/20	09/12	January 12/05	02/27	July 05/22	08/14	January 11/06	01/29	January 04/23	July 07/16
269	CalPHIN Mid-term Activities													
270	1.9 Track Progress and Results of CalPHIN Initiatives													
290	3.4 Coordinate Funding and Other Resources													
305	1.4 Gain Commitment and Support from Additional Stakeholders													
325	3.1 Maintain Ongoing Collaboration and Communication with CalPHIN Stakeholders													
335	5.5 Obtain Legal Assessment of any Privacy/Security Gaps; 5.6 Define Security Rules and Access Privileges													
345	2.8 Review Inventory of Standards for CalPHIN; 2.9 Public CalPHIN Standards													
364	2.3 Develop CalPHIN Data Model Rules and Specifications; 4.7 Confirm CalPHIN Architecture													
384	5.7 & 3.8 Promote Data Stewardships Principles and Practices													
419	3.5 Develop Formal Agreements to Facilitate Data and Resource Sharing													
425	4.6 Engage Key Stakeholders in the Development of Requirements; 6.1 Complete BPR Assessments													
452	5.2 Identify Procedures to Develop,Disseminate, and Maintain Privacy and Security Policies and Practices													
456	2.10 Negotiate Enterprise-wide License and Volume Purchase Agreements													
465	4.2 & 4.4 Identify Future CalPHIN Projects and Leverage Resources													
484	4.8 Use Data Model Specifications and Standards to Implement CalPHIN Compatible Projects													
508	4.1 Review the Technical Direction of the CalPHIN Effort													
522	6.5 & 6.6 Continue to Improve Project Approval and Procurement Processes													
539	2.2 Complete Comprehensive Model of Core Business Processes													
546	6.2 Continue to Promote Project Management Principles and Methodologies within CalPHIN													
559	4.9 Establish Reporting Capabilities for Sharing Public Health Information													
565	1.7 Implement Change Management Plan													
573	1.6 Implement Conflict and Problem Resolution Processes and Controls													
578	6.3 Develop Project Management to Coordinate CalPHIN Initiatives													
592	4.5 Establish Technical Resource Center													
599	1.8 Update CalPHIN Strategic Plan; 6.7 Integrate Technology Planning and Program Strategic Planning													
612	2.7 & 5.3 Review Participation in Standard-Setting and Security and Privacy Policy-Setting Organizations													
617	1.5, 3.2, 3.6, 2.1, & 5.1 Review CalPHIN Work Group Members and Charters													
624	1.3 Update Legislative Champions													
634	3.7 Update Methods to Promote CalPHIN Activities													
643	4.3 Continue to Identify Quick Win Projects													
683	4.10 Update Collaborative Website													

Long-term (Four - Five years)

This section presents the activities scheduled to begin in the fourth and fifth year of this effort. The long-term activities will leverage the knowledge and experience gained from the early successes and the infrastructure developed in the short and mid-term activities. The long-term activities include coordinating staff and financial resources, promoting data stewardship concepts throughout the initiative, developing CalPHIN reporting models and integrated databases, and enabling information exchange and communication between public health stakeholders.

To achieve the CalPHIN vision, a comprehensive network of people, processes, and technology must be created to:
- Support disease surveillance and event detection throughout the State
- Facilitate real-time evaluation of live data feeds, turning data into information for use by public health stakeholders
- Transmit alerts and notices
- Meet bioterrorism and preparedness response needs as well as the day-to-day public health requirements

Several substantive technology projects will be required to deliver the complete CalPHIN vision. While the Implementation Plan will continue to evolve, it initially focuses on elements that enable information exchange and communication between key stakeholders. The technology projects are designed to close critical information sharing gaps identified by the public health stakeholders. The technology projects supporting this task will need to be refined as the initiative matures.

The long-term approach includes expanding the scope of stakeholder participation in the CalPHIN effort to include public health stakeholders beyond disease surveillance (such as Border Health and Women's Health). In addition, the long-term approach includes plans to expand information system integration activities and conduct the necessary training for public health system workforce and stakeholders to achieve and maintain the CalPHIN vision.

Figure 5, beginning on the following page, presents the CalPHIN activities to be initiated in the long term.

Figure 5. CalPHIN Long-term Activities

Key:
Strategy Number: The CalPHIN Strategy reference number
Inputs: What is to be invested – participants, time, money, technology, equipment
Activities: Specific actions that support CalPHIN Strategies
Outputs: What are the anticipated results – workshops, meetings, product development, training and who is reached – agencies, organizations, decision makers
Timeframe: Estimated starting date and duration

Long-term Activities				
Strategy Number[3]	Inputs	Activities	Outputs	Estimated Timeframe	Status

1.4	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ CalPHIN Project Manager
	▪ Program area managers
	▪ State and local system developers
	▪ Disease surveillance program stakeholders
	▪ Office of Women's Health
	▪ Primary and Family Health
	▪ Office of AIDS
	▪ Chronic Disease and Injury Control
	▪ Cancer Control Branch
	▪ Infant Botulism Treatment and Prevention Program
	▪ Radiologic Health Branch
	▪ MIS/DSS staff
	▪ Maternal and Child Health Branch
		▪ Identify <u>additional</u> internal and external public health stakeholders, users, and input for CalPHIN beyond disease surveillance programs
		  o Expand CalPHIN stakeholder participation beyond DHS and disease surveillance to other public and private public health organizations
		  o Expand local participation
		    ▪ Identify additional local champions to promote CalPHIN and contribute to its success
		▪ Distribute marketing materials to communicate CalPHIN activities to relevant stakeholders
		▪ Communicate progress of CalPHIN and early successes
		▪ Develop plan to provide ongoing communication to stakeholders
		▪ Obtain input from all affected parties to determine data desired (comprehensiveness of CalPHIN) and needs
		▪ Identify additional internal and external stakeholders
		▪ Increase the number of individuals and organizations that use information from CalPHIN
			▪ Expanded public health stakeholders understanding and participating in CalPHIN
			▪ Distributed marketing materials
				Year 4, 5 Ongoing	

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[3] CalPHIN Strategies are presented in detail in Appendix A.

		Long-term Activities			
Strategy Number[3]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
1.3	▪ CalPHIN Project Sponsors ▪ Deputy Director, Prevention Services ▪ CalPHIN Office ▪ Program area chiefs ▪ ITSD leadership ▪ CalPHIN legislative champions	▪ Update legislative champions and interest groups on progress and successes of CalPHIN ▪ Continue to communicate the importance of supporting the CalPHIN vision ▪ Identify additional legislation required for continued support of CalPHIN	▪ Status reports to legislative champions ▪ Proper legislation to promote integration	Year 4, 5 Ongoing	
2.7 5.3	▪ CalPHIN Standards Work Group ▪ CalPHIN Education and Outreach Work Group ▪ DHS Standards-related Committees/Groups ▪ Federal Standards Work Groups ▪ State and local Standards efforts	▪ Communicate CalPHIN standards to relevant industry, Federal, state, and local standard setting and privacy and security policy-setting organizations ▪ Continue to collaborate with relevant organizations ▪ Expand relationships with other states to share best practices and lessons learned	▪ Communication of CalPHIN standards to relevant Standard-setting and regulatory efforts/organizations ▪ Continued participation in regulatory efforts/ organizations	Year 4, 5 Ongoing	
3.4	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ Deputy Director, Prevention Services ▪ Deputy Director Health Information and Strategic Planning ▪ Deputy Director, Emergency Preparedness Office ▪ Director's Office – BT Policy Director ▪ Environmental and Occupation Disease Control ▪ Program Area Chiefs ▪ Deputy Director, Information Technology Services Division ▪ Resources from stakeholders in terms of funding	▪ Continue to commit adequate resources to ensure continued success of CalPHIN o As necessary, revise strategies to coordinate available funding and other resources o Continue to engage in joint planning efforts to encourage the ongoing exchange of information about integration efforts at the federal, state, and local levels to minimize duplication and optimize funding and other resources o Annually review the coordination of funding ▪ Regularly compile and discuss CalPHIN-related information technology grants/funding restrictions to identify opportunities for coordination and system-wide approaches	▪ Meeting of key stakeholders with funding authority ▪ Revised internal and external funding strategies	Year 4 mo. 2 Year 5, mo. 2 (35 days)	

		Long-term Activities			
Strategy Number[3]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**

3.5	▪ CalPHIN Office
	▪ CalPHIN Policy and Planning Work Group
	▪ Previous data and resource sharing agreements
	▪ Program Area Chiefs
	▪ ITSD Managers
	▪ Public health IT and business management vendors
	▪ DHS Legal Services
		▪ Review agreements among new public health stakeholders to facilitate data and resource sharing
		▪ Develop and revise, as necessary, formal agreements between programs and jurisdictions to facilitate data and resource sharing (e.g., MOUs)
		  o Draft terms of agreements
		  o Present agreements to DHS Legal Services for review
		  o Finalize agreements
			▪ Additional CalPHIN data and resource sharing agreements
			▪ Revised Memorandums of Understanding
				Year 4, mo. 3
				Year 5, mo. 3
				Ongoing, as necessary	

4.2 4.4	▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ CalPHIN Project Manager and Data Architect ▪ ITSD, ISO and PPMB staff ▪ Representative LHDs (small, medium, and large) ▪ State and local current and planned system developers ▪ State and local surveillance program staff ▪ DHS Program area staff ▪ State and local epidemiologists ▪ Bioterrorism surveillance section team ▪ Relevant State and local public health professionals ▪ CDC representative ▪ CalPHIN Strategic Plan ▪ CalPHIN Implementation Plan ▪ CDC PHIN documentation	▪ Maintain and expand CalPHIN technical solutions ▪ Continue development of CalPHIN initiatives from short and mid-term development efforts ▪ Monitor progress of existing pilots and information system development efforts ▪ Identify, promote, and leverage resources to enable information exchange and communication across networks, systems, and application development efforts ▪ Implement improved information and data management strategies that support CalPHIN o Develop implementation plans ▪ Continue to reduce costs and increase efficiencies by encouraging collaborative approaches and common solutions to technology issues ▪ Recognize and reward efforts that improve sharing of knowledge and good practice	▪ Prioritized future CalPHIN projects ▪ CalPHIN Implementation and Coordination Plans ▪ Shared development environment	Year 4, 5 Ongoing	

Long-term Activities					
Strategy Number[3]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
4.9	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Project Management Work Group ▪ State and local current and planned systems' developers ▪ CalPHIN-related project managers ▪ Resources from stakeholders in terms of equipment and technology	▪ Expand reporting capabilities to share public health information among public health stakeholders ▪ Expand shared reporting data models or protocols ▪ Identify and acquire reporting tools ▪ Develop additional ad hoc reporting capabilities ▪ Develop shared plans for other networks ▪ Assist other development efforts to analyze technical options for the most cost effective delivery of service	▪ Expanded shared reporting databases or protocols ▪ Reporting tools ▪ Ad hoc reporting capabilities	Year 4, 5 Ongoing	
1.9	▪ CalPHIN Office ▪ CalPHIN Project Manager ▪ CalPHIN Project Director ▪ Status reports from CalPHIN-related project managers and system developers ▪ Relevant public health stakeholders	▪ Track progress and results of CalPHIN initiatives (business, process, and technology) ▪ Update tracking tool quarterly ▪ Communicate status of initiatives to relevant stakeholders	▪ Status updates on CalPHIN initiatives	Year 4, 5 Ongoing updates	
5.5 **5.6**	▪ CalPHIN Standards Work Group ▪ CalPHIN Security and Privacy Work Group ▪ OHC Staff ▪ ITSD staff ▪ ITSD, ISO staff ▪ HIPAA efforts ▪ Public Health Security and Privacy initiatives ▪ DHS Security and Privacy efforts/groups	▪ Obtain a legal assessments on any remaining gaps and barriers among current privacy and security practices that impact the CalPHIN initiative ▪ Review new Federal legislation that may impact CalPHIN ▪ Review data security rules and user access privileges to ensure data integrity and security remains across systems ▪ Expand the public key infrastructure to support secure electronic transactions o Build on existing PKI efforts and expand statewide	▪ Updated data security rules and user access privileges ▪ Expanded public key infrastructure	Year 4, 5 Ongoing	

Strategy Number[3]	Inputs	Activities	Outputs	Estimated Timeframe	Status
1.8 **6.7**	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ HISP staff ▪ State and local public health program managers ▪ ITSD managers ▪ Current CalPHIN Strategic Plan ▪ Resources from stakeholders in terms of printing materials	▪ Revise, supplement, and update the CalPHIN strategic planning process and Strategic Plan as necessary ▪ Continue to ensure local participation in planning process o Promote the concept that local planning processes should be shaped around the CalPHIN Plan and supporting strategies ▪ Develop plan for growth and change for the future ▪ Monitor progress towards goals, objectives, and strategies	▪ Updated strategic direction and implementation plan for CalPHIN ▪ Updated CalPHIN Strategic Plan	Year 4, 5 Annually	
2.3 **4.7**	▪ CalPHIN Office ▪ CalPHIN Technology Work Group ▪ CalPHIN Standards Work Group ▪ ITSD staff ▪ CalPHIN-related project managers and system developers ▪ Relevant State and Federal data standards and specifications	▪ Identify additional points of integration for the CalPHIN effort o Update integration standards and specifications ▪ Continue to refine and confirm data model specifications ▪ Distribute data modeling rules and specifications to guide future systems development efforts ▪ Refine proposed architecture as CalPHIN implementation progresses ▪ Expand existing data models to support future development	▪ Distributed CalPHIN data modeling rules and specifications ▪ Identified additional points of integration ▪ Integration standards and specifications	Year 4, mo. 4 (125 days) Ongoing	

2.8
 	
2.9
	▪ CalPHIN Office
	▪ CalPHIN Technology Work Group
	▪ CalPHIN Standards Work Group
	▪ ITSD staff
	▪ CalPHIN-related project managers and system developers
	▪ Inventory of existing standards
	▪ List of priorities for standards development
	▪ Relevant State and Federal standards and specifications
		▪ Communicate and monitor use of CalPHIN standards in development efforts
		▪ Develop standards in non-priority areas to facilitate data capture and secure exchange
		▪ Publish and communicate new/revised CalPHIN standards
		▪ Promote broadest possible application and use of adopted standards
		  o Continually communicate standards to all relevant stakeholders
		  o Obtain consensus from effected stakeholders on proposed standards
		▪ Promote use of published standards in all new development efforts
			▪ Additional/revised CalPHIN standards
			▪ Published CalPHIN standards
			▪ Stakeholder buy-in of proposed standards
				Year 4, mo. 4 (215 days)	

		Long-term Activities			
Strategy Number[3]	**Inputs**	**Activities**	**Outputs**	**Estimated Timeframe**	**Status**
1.7 1.6	▪ CalPHIN Office ▪ CalPHIN Policy and Planning Work Group ▪ CalPHIN Project Management Work Group ▪ State and local surveillance program staff ▪ State and local current and planned systems' developers ▪ CalPHIN-related project managers and system developers ▪ CalPHIN Change Management Plan	▪ Review CalPHIN change management processes ▪ Implement the CalPHIN change management plan and conflict and problem resolution processes and controls ▪ Revise change management plan, as needed, to work in the new public health environment ▪ Continue to promote and communicate desired future environment ▪ Implement strategies to manage risks and resolve obstacles	▪ Updated CalPHIN Change Management Plan ▪ Revised Formal change control processes ▪ Updated conflict and problem resolution processes and controls	Year 4, 5 Ongoing	

1.2
 	
1.5
 	
3.2
 	
3.6
 	
2.1
 	
5.1
 	
4.5
	▪ CalPHIN Policy and Planning Work Group
	▪ CalPHIN Project Management Work Group
	▪ Other CalPHIN Work Group Leads
		▪ Expand and tailor, as needed, the CalPHIN governance and Work Groups' duties as documented in their charters.
		▪ The governance processes (based on funding, priorities, and recommendations) should be reviewed and changed as necessary, including reviews of:
		   o CalPHIN management/leadership
		   o CalPHIN communications
		   o Governance process support
		   o Liaisons to other internal and external programs and organizations
		   o CalPHIN processes in support of project-specific functions and service
		   o Project management support
		▪ Confirm the roles and responsibilities and the operational CalPHIN processes for the long-term
		▪ Continue to outreach to local initiatives
		   o Provide information to key local stakeholders on statewide integration efforts, seeking their participation on Work Groups
		▪ Plan for ongoing support of CalPHIN
			▪ Updated CalPHIN governance and Work Groups	Year 4, mo. 6
				Year 5, mo. 6
				(15 days)
				Annually	

Long-term Activities

Strategy Number[3]	Inputs	Activities	Outputs	Estimated Timeframe	Status
3.7	▪ CalPHIN Education and Outreach Work Group ▪ CalPHIN Project Manager ▪ CalPHIN Stakeholders ▪ CalPHIN Work Group members ▪ Updated CalPHIN Strategic Plan: Appendix B ▪ Updated CalPHIN project documentation ▪ Updated CalPHIN marketing and publicity plan ▪ CDC NEDSS/PHIN documentation ▪ Resources from stakeholders in terms of printing materials	▪ Update CalPHIN marketing and education materials o Update white papers, fact sheets, educational courses and group meeting presentations ▪ Utilize electronic bulletin board and CalPHIN website to communicate status of CalPHIN strategies and development activities to relevant stakeholders ▪ Continue to implement marketing and publicity plans	▪ Updated CalPHIN marketing materials ▪ Implemented marketing and publicity plans	Year 4, mo. 8 Year 5, mo. 8 (35 days) Annually	
6.2 **6.6**	▪ CalPHIN Office ▪ CalPHIN Project Management Work Group ▪ ITSD, PPMB ▪ ITSD staff ▪ DOF analysts ▪ CalPHIN-related project managers and system developers ▪ Standard project management methodologies ▪ CalPHIN performance measures ▪ CalPHIN-related information systems development owners and project managers ▪ FSR guidelines and documentation	▪ Continue to Promote the use of Project Management Principles and Methodologies within CalPHIN efforts and work cooperatively with the PPMB processes and controls ▪ Communicate industry-standard technology project management methodologies ▪ Review results of performance measurements and review processes to track the progress and success of IT projects ▪ Review FSR development processes to ensures rapid approval of proposed technology projects ▪ Continue to work with State control agencies to clarify their expectations and expand their understanding of CalPHIN	▪ Utilization of standard project management principles in CalPHIN effort ▪ Performance measurement results ▪ Updated process to coordinate FSR development efforts	Year 2, mo. 10 (150 days)	

Anticipated Benefits

- Effective management of complex CalPHIN projects
- Effective use of information technology assets and personnel
- Supports compatibility, interoperability, and integration
- Facilitates resource sharing
- Maximizes investment benefits throughout the organization
- Achieves interoperability and cross-functional integration
- Facilitates the elimination of redundant databases and interfaces
- Continues a collaborative work environment
- Improves productivity and customer satisfaction through reengineered and continuously improving business processes
- Produces consistent, high quality solutions by forging effective partnerships among managers, developers and users
- Facilitates more rapid response to stakeholder needs
- Encourages cooperation at all levels
- Ensures common understanding and development of solutions to meet shared needs
- Ensures optimal system development over time
- Leverages new information technology investments
- Increases manageability

Work Plan for Long-term Activities

ID	Task Name	ary 02/19	05/07	July 07/23	10/08	January 12/24	03/11	05/27	July 08/12	10/28	January 01/13	03/30	July 06/15
693	CalPHIN Long-term Activities												
694	1.4 Gain Commitment and Support from Additional Stakeholders												
712	1.3 Review Legislative Champions and Interest Groups												
719	2.7 & 5.3 Communicate Standards to Standard-Setting and Security/ Privacy Policy-Setting Organizations												
724	3.4 Review Processes to Coordinate Funding and Other Resources												
737	3.5 Review and Revise Formal Agreements to Facilitate Data and Resource Sharing												
745	4.2 & 4.4 Identify Future CalPHIN Projects and Leverage Resources												
771	4.9 Expand/enhance Reporting Capabilities for Sharing Public Health Information												
776	1.9 Track Progress and Results of CalPHIN Initiatives												
794	5.5 Obtain Legal Assessment of Privacy/Security Gaps; 5.6 Define Security Rules and Access Privileges												
799	1.8 Update CalPHIN Strategic Plan; 6.7 Integrate Technology Planning and Program Strategic Planning												
813	2.3 & 4.7 Review CalPHIN Architecture and Identify Additional Potential Integration Points												
828	2.8 & 2.9 Communicate and Maintain CalPHIN Standards												
841	1.7 & 1.6 Review and Revise Change Management and Problem Resolutions Control and Processes												
855	1.2, 1.5, 2.1, 3.2, 3.6, 4.5, & 5.1 Review CalPHIN Work Group Members and Charters												
861	3.7 Update Marketing and Communication Materials and Protocols												
870	6.2 & 6.6 Continue to Promote Project Management Principles and Methodologies within CalPHIN												

IMPLEMENTATION RISKS

This section of the CalPHIN Implementation Plan identifies major risks that must be managed during the implementation. While the Strategic Plan document discusses critical success factors for the overall CalPHIN effort, the following risks are conditions or circumstances that may interfere with the implementation of, and impede the ability to achieve, the proposed Strategic Goals, Objectives, and Strategies.

Risk 1:　Culture of Data Ownership
A culture of data ownership, in contrast to data stewardship, exists throughout California's public health system. During implementation, there may be resistance to change, conflicting policies regarding data sharing and management, unclear privacy and confidentiality requirements, and a strong sense of data ownership that prevents necessary, authorized access from outside the program.

In order to minimize or prevent this risk, the implementation team should:
- Ensure all legal and regulatory aspects of privacy and security are addressed
- Distribute privacy and security guidelines to all stakeholders
- Obtain commitment from DHS executive leadership for authorized sharing of information
- Emphasize the responsibilities of data stewardship

Risk 2:　Extreme Sensitivity to Maintaining Confidentiality
Due to the sensitive nature of public health information, the CalPHIN effort may encounter a perception from stakeholders that collaborative public health information systems and enhanced data sharing threaten the confidentiality of the individuals and should therefore be avoided.

In order to minimize or prevent this risk, the implementation team should:
- Document and distribute privacy and security guidelines to all stakeholders
- Educate stakeholders on security and privacy guidelines
- Update data access privileges (authorized access) in a timely manner
- Review privacy and security guidelines on a regular basis
- Promote a culture of responsible data stewardship
- Perform periodic audits

Risk 3:　Complex Jurisdictional Landscape
The complex jurisdictional nature of California's public health system, which includes many agencies working within and across local health jurisdictions, offers challenges for collecting and integrating information.

In order to minimize or prevent this risk, the implementation team should:
- Encourage participation of all stakeholders in the development of requirements for public health systems
- Develop MOUs between organizations
- Publish successful efforts and highlight the value to participating organizations
- Develop consistent processes for collecting and sharing information

Risk 4: Lengthy Procurement Processes

The existing time lag between planning, development, and implementation sometimes adds up to years. Estimates for internal and external procurement processes range up to 44 months from the time a project is initiated until required resources are acquired.

In order to minimize or prevent this risk, the implementation team should:
- Understand and follow the procurement process required by control agencies
- Develop and implement a strategy to share resources between projects
- Consider approval for a comprehensive FSR that accommodates multiple projects

Risk 5: Budget Constraints

Budget constraints and financial uncertainties may limit the ability of CalPHIN efforts to implement proposed initiatives.

In order to minimize or prevent this risk, the implementation team should:
- Leverage existing resources (human and technical) to share among projects
- Identify and publish examples of projects that successfully coordinated and shared financial and human resources
- Create partnerships between public and private funding sources to collaborate on projects that bring mutual value to individual efforts

Risk 6: Organizational resistance to change

The CalPHIN Strategic Plan envisions a number of fundamental changes to the way the public health participants conduct their business and deliver services. Change is difficult and established organizations may be unwilling to embrace the necessary changes.

In order to minimize or prevent this risk, the implementation team should:
- Obtain commitment from DHS Executives to support the CalPHIN effort
- Ensure that proposed changes are truly necessary
- Obtain input from a variety of organizations and stakeholders
- Publish educational materials on the change (e.g. what it is, why it is necessary, benefits)
- Assist organizations in managing the implementation of changes and resolution of problems that occur

CONCLUSION

The publication of the CalPHIN Strategic and Implementation Plans represents the beginning of a new spirit of cooperation within the California public health system. This cooperation is the foundation of a new way of doing business that will support the current needs of disease surveillance, detection and notification, and the goals of public health and DHS. The Strategic Plan was developed with input from a variety of stakeholders and the Implementation Plan provides a roadmap to achieve the benefits identified in the CalPHIN Strategic Plan.

The continued proliferation of independent, stand-alone information systems reduces the ability of the State to take an integrated view of public health. Continued segmentation of the public health system's information technology systems along programmatic boundaries creates artificial systemic gaps in what should be a seamless flow of data and information to support California's public health activities. The lack of coordination on future systems development efforts will result in even more independent silos of public health information in California.

The spirit of cooperation among the public health stakeholders, which has been demonstrated throughout the development of the CalPHIN Strategic and Implementation Plans, will continue to grow in the future. When planning for future program, system, and IT efforts, stakeholders can no longer operate independently and must raise their commitment to a system-wide integration approach. Scarce resources must be leveraged across programs to support the broadest needs of public health in California.

Communication is a central theme of the CalPHIN effort. The Implementation Plan emphasizes the importance of communication in its focus on listening to and understanding the needs of users and the importance of engaging key stakeholders in planning and implementing information and data systems. Indeed, communication is the key to the success of CalPHIN.

The recommendations set forth in the Strategic and Implementation Plans embrace best practices and include steps to bring the State's public health systems to the next level of IT maturity. These plans usher in a new way of doing business, a new culture of effective system-wide public health strategic planning and implementation of technology and reengineered processes. The end result will be a greatly enhanced ability to meet the challenges and opportunities of protecting and improving the health of Californians.

APPENDICES

The CalPHIN Strategic Plan includes the following appendices:

A. Strategies

B. Project Contributors

C. Work Plan

D. Glossary

A. CALPHIN STRATEGIES

This Appendix provides a list of the strategies presented in the Strategic Plan document. The strategies described in this section consist of both initiatives and enablers. The initiatives are large, critical efforts that will play a primary role in meeting one or more of the strategic goals. The enablers are shorter term, high visibility, and high impact projects that can affect several programs and whose successful completion lays the groundwork for accomplishing a strategic goal.

The strategies provide the foundation for this Implementation Plan.

Strategic Goal 1: *Establish leadership to oversee and guide the development, evaluation, and implementation of CalPHIN policy and initiatives*

Strategy	Description
Strategy 1.1	Present CalPHIN Strategic Plan and obtain DHS executive level approval ▪ Obtain commitment to and support of CalPHIN Strategic Goals, Objectives, and Strategies
Strategy 1.2	Create CalPHIN Office ▪ Identify executive sponsor to champion the CalPHIN effort ▪ Designate senior health official to serve as Project Director 　○ Develop job description, including roles and responsibilities ▪ Charter CalPHIN Office as a policy-setting organization
Strategy 1.3	Identify legislative champions and interest groups to garner support from statewide decision-makers ▪ Secure legislation creating and empowering the CalPHIN Office
Strategy 1.4	Obtain commitment and support from stakeholders ▪ Identify internal and external stakeholders 　○ Communicate the role of the CalPHIN Office ▪ Develop plan to provide ongoing communication to stakeholders
Strategy 1.5	Identify and charter appropriate work groups ▪ Officially establish, recognize, and oversee the following work groups: 　○ Policy and Planning (formerly the NEDSS Steering Committee) 　○ Standards 　○ Technology 　○ Security and Privacy 　○ Education and Outreach 　○ Project Management ▪ Define composition of work groups to ensure adequate participation of a variety of stakeholders ▪ Identify skills needed to serve on committees ▪ Conduct a skills set assessment of key stakeholders ▪ Create a plan to fill the identified gaps in skills
Strategy 1.6	Develop appropriate conflict and problem resolution processes and controls in support of the organizational matrix or projects ▪ On an ongoing basis, devise strategies to manage risks and resolve obstacles
Strategy 1.7	Develop change management plan to work in the new CalPHIN model ▪ Promote and communicate desired future environment ▪ Promote data stewardship concept
Strategy 1.8	Annually update strategic plan to provide ongoing and long-term direction
Strategy 1.9	Develop protocol to track progress and results of strategic initiatives and information system efforts

Strategic Goal 2: *Develop and implement standards and procedures to support the management of public health information*

Strategy	Description
Strategy 2.1	Convene Standards Work Group (see Strategy 1.5) ▪ Identify experts and stakeholder representatives to participate on the work group to address infrastructure issues
Strategy 2.2	Develop a comprehensive model of the core business processes across the organization
Strategy 2.3	Develop comprehensive CalPHIN data model rules and specifications ▪ Identify and review State and Federal data models ▪ Adopt and/or develop precise definitions of each relevant data element and associated editing and cross-validation rules ▪ Map existing systems and data to the CalPHIN models
Strategy 2.4	Utilize Standards Work Group to identify procedures for evaluating, developing, approving, disseminating, and maintaining standards ▪ Define process for development of data standards ▪ Define approval, implementation, and monitoring procedures ▪ Define re-evaluation period for standards
Strategy 2.5	Establish an inventory of existing standards ▪ Review, publish, and disseminate existing state and federal standards
Strategy 2.6	Convene stakeholders to develop consensus on priorities and responsibilities of CalPHIN standards development and implementation
Strategy 2.7	Participate in standard-setting and regulatory efforts/organizations ▪ Collaborate with industry, Federal, State, and local standard-setting organizations ▪ Continually examine best practices of other agencies, governments, or private sector organizations for potential application to the CalPHIN initiative
Strategy 2.8	Identify the inventory of standards to be used in CalPHIN initiatives ▪ Leverage existing research on standards ▪ Develop process to reach consensus on developing standards
Strategy 2.9	Publish standards ▪ Adopt and/or develop and publish data standards ○ Define public health data and data linkage standards to facilitate data sharing between systems ▪ Adopt and/or develop and publish technology standards and specific vendor tools and technologies as standards ▪ Adopt and/or develop and publish public health process standards ▪ Promote broadest possible application and use of adopted standards, including ongoing compliance assessment
Strategy 2.10	Negotiate enterprise wide license and volume purchase agreements for standard software, hardware, and services

Strategic Goal 3: *Develop and manage public health systems collaboratively with partners and key stakeholders to improve public health data sharing and infrastructure development*

Strategy	Description
Strategy 3.1	Foster and maintain ongoing collaboration and open communication with CalPHIN stakeholders • Actively and continuously seek the input, assistance, and participation of stakeholders to collaborate on CalPHIN initiatives • Identify and evaluate potential partnerships with local governments • Identify and evaluate potential partnerships with public and private sector organizations and vendors
Strategy 3.2	Convene Policy and Planning, and Technology Work Groups (see strategy 1.5)
Strategy 3.3	Develop and maintain a statewide inventory of state and local applications, technologies, and resource skills to provide a baseline for system development and infrastructure improvement projects • Create a matrix of existing and planned projects related to CalPHIN • Identify resource skills and technologies • Identify shared activities/systems in support of CalPHIN
Strategy 3.4	Involve key stakeholders in the coordination of funding and other resources • Identify high-level key stakeholders • Review internal funding mechanisms • Devise strategies to coordinate available funding and other resources • Engage in joint planning efforts to encourage the ongoing exchange of information about integration efforts at the federal, state, and local levels to minimize duplication and optimize funding and other resources • Annually review the coordination of funding • Develop a coordinated strategy to pursue external funding or additional funding sources • Ensure funding and other resources are efficiently distributed according to established priorities on an ongoing basis
Strategy 3.5	Develop formal agreements between programs and jurisdictions to facilitate data and resource sharing
Strategy 3.6	Convene the Education and Outreach Work Group (see Strategy 1.5)
Strategy 3.7	Utilize the Education and Outreach Work Group (see Strategy 1.5) to establish methods to promote CalPHIN activities • Market CalPHIN activities via a website, email updates, white papers, educational courses, and group meetings • Communicate the status of CalPHIN strategies, including individual project development efforts • Develop electronic bulletin board to facilitate information exchange • Develop education materials defining the scope of the individual information technology projects and initiatives
Strategy 3.8	Collaborate with all applicable programs to manage public health data as a Department-wide resource, regardless of its physical location • Ensure resources are leveraged effectively and costs minimized during application design and development • Achieve economies by encouraging collaborative approaches and common solutions to technology issues

Strategic Goal 4: *Implement reliable, effective, and efficient information technology solutions to support public health information infrastructure*

Strategy	Description
Strategy 4.1	Identify experts and stakeholder representatives to participate on the Technology Work Group (see Strategy 1.5) to address infrastructure issues ▪ On an ongoing basis, research, identify, and devise strategies to resolve technology infrastructure issues and establish standards, where appropriate ▪ Continue to research, analyze, and compile the findings and best practices of PHIN-related information systems in other states
Strategy 4.2	Utilize the Policy and Planning Work Group (see strategy 1.5) to identify future CalPHIN projects ▪ Prioritize development of technology projects ▪ Based on inventory results (see Strategy 3.2), develop high-level plan for implementation and coordination ○ Encourage statewide, shared technological applications over closed single-program applications ▪ Establish process to maintain shared systems and components
Strategy 4.3	On an ongoing basis, identify and implement quick wins ▪ Market quick win results
Strategy 4.4	Identify, promote, and leverage resources to enable information exchange and communication across networks, systems, and application development efforts
Strategy 4.5	Establish a Technical Resource Center under the Technology Work Group (see strategy 1.5) to unify/educate stakeholders regarding CalPHIN technologies and solutions
Strategy 4.6	Engage key stakeholders in the development of requirements prior to systems development
Strategy 4.7	Refine and confirm the overall CalPHIN data model rules and specifications (see strategy 2.3) and standards (see strategy 2.9) ▪ Confirm architecture is best model for CalPHIN implementation
Strategy 4.8	Complete the installation of current PHIN-compatible projects using the data model (see Strategy 2.3) and standards (see Strategy 2.9) ▪ Implement PHIN-compatible pilots statewide ▪ Integrate pilot solutions ▪ Conduct periodic updates with stakeholders and information systems development efforts to leverage CalPHIN activities where possible
Strategy 4.9	Establish reporting capabilities for sharing public health information ▪ Develop a shared reporting data model ▪ Develop a shared reporting database ▪ Identify and acquire reporting tools ▪ Develop ad hoc reporting capabilities
Strategy 4.10	Implement a collaborative website as a central point to share information ▪ Establish implementation plan ▪ Develop and implement website

Strategic Goal 5: *Provide a secure environment for public health information to protect the privacy of Californians*

Strategy	Description
Strategy 5.1	Convene the Security and Privacy Work Group (see Strategy 1.5) composed of experts and stakeholder representatives from diverse backgrounds
Strategy 5.2	Utilize Security and Privacy Work Group to identify procedures for evaluating, developing, approving, disseminating, and maintaining privacy and security policies and practices ▪ Define approval, implementation, and monitoring procedures ▪ Define re-evaluation period for policies and procedures
Strategy 5.3	Identify and participate in privacy and security policy-setting efforts and organizations ▪ Collaborate with industry, Federal, State and local privacy and security policy-setting organizations ▪ Continually examine best practices of other agencies, governments, and states for potential application to the CalPHIN initiative 　　○ Cultivate relationships with other states to share best practices and lessons learned
Strategy 5.4	Voluntarily adhere to the Department of Health and Human Services, "Standards for Privacy of Individually Identifiable Health Information"
Strategy 5.5	Obtain a legal assessment on any gaps and barriers among current privacy and security practices that impact the CalPHIN initiative ▪ Obtain legal opinion on the laws restricting the sharing of public health data
Strategy 5.6	Define data security rules and user access privileges to ensure data integrity and security across systems ▪ Establish a statewide public key infrastructure to support secure electronic transactions
Strategy 5.7	Seek adoption of policies, mandates, regulations and organizational practices that promote data access, sharing, and protection of confidentiality ▪ Promote a sense of Department-wide data stewardship as opposed to data ownership
Strategy 5.8	Promote privacy and security awareness throughout the CalPHIN effort

Strategic Goal 6: *Deliver public health projects on time and within budget while successfully achieving objectives*

Strategy	Description
Strategy 6.1	Complete Business Process Reengineering (BPR) assessment of public health systems
Strategy 6.2	Promote the use of Project Management Principles and Methodologies within CalPHIN ▪ Adopt industry-standard technology project management methodologies (i.e., PMI's PMBOK) for CalPHIN projects ▪ Utilize performance measurements and review processes to track the progress and success of IT projects
Strategy 6.3	In the CalPHIN Office, develop project management plans to coordinate CalPHIN initiatives ▪ Present CalPHIN strategy to the Planning and Project Management Branch (PPMB) ▪ Develop and implement processes within CalPHIN to document and manage multiple CalPHIN activities
Strategy 6.4	Convene the Project Management Work Group (see Strategy 1.5) composed of CalPHIN and other information technology project managers
Strategy 6.5	For the purpose of achieving CalPHIN initiatives, work with the PPMB to document internal project approval and procurement processes ▪ Review internal procurement processes ▪ Communicate internal procurement processes ▪ Encourage early communication between project management and control organizations and programs

Strategy 6.6	Work cooperatively with the PPMB to improve the timeliness of the external technology project approval process ▪ Facilitate the process of developing Feasibility Study Reports (FSR) that ensures rapid approval of proposed technology projects ▪ Document and communicate external project approval processes ▪ Work with State control agencies to clarify their expectations 　○ Communicate control agency reporting requirements for capital project IT procurements 　○ Share the CalPHIN vision and initiatives with the control agencies ▪ Gather and make available a library of model FSRs, templates, guides, and other resources to support the development of successful project approval ▪ Educate and inform Department staff about the Project Approval Process and meet State control agency expectations ▪ Provide technical support to staff who are developing FSRs and other project approval documents
Strategy 6.7	Integrate the technology strategic planning process with the Department-wide strategic planning and funding initiatives ▪ Integrate IT planning with the development of business objectives to ensure alignment of IT and business goals

B. PROJECT CONTRIBUTORS

The Strategic Plan Steering Committee provided business-oriented input and perspective to the project. In addition, the Committee provided input for the prioritization of the strategies. The members of the Strategic Plan Steering Committee were as follows:

Strategic Plan Steering Committee	
Participant	**Organizational Unit**
Dr. Mark Starr	Division of Communicable Disease Control
Dr. Cecil Lynch	STD Control Branch
John Williamson	Information Technology Unit
Ed Eriksson	NEDSS Project Manager
Nancy McQuillen	NEDSS Data Architect
Gwendolyn Doebbert	Center for Health Statistics
Steve Moore	Information Technology Services Division

The Synergy Consulting, Inc. project team, which designed the approach and facilitated development of the Implementation Plan, consisted of the following individuals:

Synergy Consulting, Inc.	
Team Member	**Role**
Mark Wilson	Project Leader
Michele Scoggins	Team Member
Tom Roberson	Technical Advisor

C. WORK PLAN

ID	WBS	Task Name	Duration	Start	Finish
1	**1**	**CalPHIN Implementation**	**1343 days?**	**06/02/2003**	**07/23/2008**
2	**1.1**	**CalPHIN Short-term Activities**	**315 days**	**06/02/2003**	**08/13/2004**
3	**1.1.1**	**1.1 Present Strategic Plan to DHS Executives**	**15 days**	**06/02/2003**	**06/20/2003**
4	1.1.1.1	Develop presentation for DHS Executives	5 days	06/02/2003	06/06/2003
5	1.1.1.2	Present CalPHIN Strategic and Implementation Plans to DHS Executives	1 day	06/09/2003	06/09/2003
6	1.1.1.3	Obtain commitment/support from DHS Executives for the CalPHIN Initiative	5 days	06/10/2003	06/16/2003
7	1.1.1.4	Work with DHS Executives and specifically the Director's Office to bring about understanding and support	4 days	06/17/2003	06/20/2003
8	**1.1.2**	**3.2 Convene Policy and Planning Work Group**	**25 days**	**06/10/2003**	**07/14/2003**
9	**1.1.2.1**	**Assemble NEDSS/CalPHIN Steering Committee**	**10 days**	**06/10/2003**	**06/23/2003**
10	1.1.2.1.1	Expand membership offering to the California public health system stakeholders	5 days	06/10/2003	06/16/2003
11	1.1.2.1.2	Identify experts and stakeholder representatives to participate on the Policy and Planning Work Group	5 days	06/17/2003	06/23/2003
12	1.1.2.1.3	Utilize CalPHIN Strategic Plan interview list as a starting point to identify potential Work Group members	1 day	06/17/2003	06/17/2003
13	1.1.2.1.4	Make certain there is executive level membership from each CalPHIN stakeholder organization	1 day	06/17/2003	06/17/2003
14	1.1.2.2	Create guiding coalition of leaders and stakeholders who will own and drive CalPHIN forward	5 days	06/18/2003	06/24/2003
15	1.1.2.3	Present CalPHIN Strategic and Implementation Plans to this group for comments/suggestions	1 day	06/25/2003	06/25/2003
16	1.1.2.4	Provide a status report of CalPHIN projects/initiatives	1 day	06/25/2003	06/25/2003
17	1.1.2.5	Finalize the CalPHIN Strategic and Implementation Plans	2 days	06/25/2003	06/26/2003
18	**1.1.2.6**	**Form the CalPHIN Policy and Planning Work Group**	**5 days**	**06/27/2003**	**07/03/2003**
19	1.1.2.6.1	Develop a Charter for this Work Group including roles and responsibilities	5 days	06/27/2003	07/03/2003
20	1.1.2.6.2	Establish a firm meeting timeframe	2 days	06/27/2003	06/30/2003
21	1.1.2.7	Develop a statement of scope – what's in and what's out of CalPHIN in the short-term	7 days	07/04/2003	07/14/2003
22	**1.1.3**	**1.5 Identify and Charter Work Groups**	**45 days**	**06/18/2003**	**08/19/2003**
23	1.1.3.1	Solicit input from the Policy and Planning Work Group members to identify candidates from program areas, local health departments and organizations, and information technology organizations to participate in a CalPHIN Work Group	10 days	06/18/2003	07/01/2003
24	1.1.3.2	Determine if existing organizations may function as, or lead a Work Group.	10 days	07/02/2003	07/15/2003
25	**1.1.3.3**	**Identify members of the CalPHIN Work Groups**	**15 days**	**07/16/2003**	**08/05/2003**
26	**1.1.3.3.1**	**Define composition of Work Groups to ensure adequate participation from a variety of stakeholders**	**15 days**	**07/16/2003**	**08/05/2003**
27	1.1.3.3.1.1	Identify skills needed to serve on committees	10 days	07/16/2003	07/29/2003
28	1.1.3.3.1.2	Identify members	5 days	07/30/2003	08/05/2003

ID	WBS	Task Name	Duration	Start	Finish
29	**1.1.3.4**	**Charter Work Groups**	**10 days**	**08/06/2003**	**08/19/2003**
30	1.1.3.4.1	Identify roles and responsibilities	10 days	08/06/2003	08/19/2003
31	**1.1.4**	**1.2 Create CalPHIN Office**	**35 days**	**06/25/2003**	**08/12/2003**
32	**1.1.4.1**	**If funding is available, staff the CalPHIN office with new personnel. If no funding, ask for volunteers from the Policy and Planning Work Group to staff the Office**	**20 days**	**06/25/2003**	**07/22/2003**
33	1.1.4.1.1	Select a qualified CalPHIN Program Manager, Project Manager, Technical Manager, and support staff (such as business and database analysts)	15 days	06/25/2003	07/15/2003
34	1.1.4.1.2	Designate senior health official to serve as CalPHIN Program Director	5 days	07/16/2003	07/22/2003
35	1.1.4.2	Develop job descriptions with roles and responsibilities	5 days	07/23/2003	07/29/2003
36	1.1.4.3	Charter CalPHIN Office as a policy setting organization	10 days	07/30/2003	08/12/2003
37	**1.1.5**	**3.6 Convene Education and Outreach Work Group**	**5 days**	**08/06/2003**	**08/12/2003**
38	1.1.5.1	Meeting with the Education and Outreach Work Group to develop a plan to communicate the Strategic and Implementation Plans, educate partners on the Plan and the general CalPHIN effort and generate buy-in	3 days	08/06/2003	08/08/2003
39	1.1.5.2	Establish plan on meeting frequency and location	1 day	08/11/2003	08/11/2003
40	1.1.5.3	Establish this Work Group's communication protocol	1 day	08/12/2003	08/12/2003
41	**1.1.6**	**3.7 Establish Methods to Promote CalPHIN Activities**	**35 days**	**08/06/2003**	**09/23/2003**
42	1.1.6.1	Determine information and communication needs of CalPHIN Stakeholders	10 days	08/06/2003	08/19/2003
43	1.1.6.2	Determine how stakeholders would like to receive information (e.g., email, website, reports, informal and formal communications)	5 days	08/06/2003	08/12/2003
44	1.1.6.3	Develop protocol to communicate CalPHIN activities	5 days	08/20/2003	08/26/2003
45	**1.1.6.4**	**Develop marketing and publicity collateral**	**20 days**	**08/27/2003**	**09/23/2003**
46	1.1.6.4.1	Develop email updates, educational white papers, fact sheets, and focus group presentations	20 days	08/27/2003	09/23/2003
47	**1.1.7**	**1.4 Gain stakeholder commitment and support**	**35 days**	**08/04/2003**	**09/19/2003**
48	**1.1.7.1**	**Identify key internal and external public health stakeholders, users, and inputs for CalPHIN**	**12 days**	**08/04/2003**	**08/19/2003**
49	1.1.7.1.1	Identify, categorize, and include the user community	5 days	08/04/2003	08/08/2003
50	1.1.7.1.2	Identify a list of stakeholders to be involved in short and mid-term CalPHIN activities as well as a list of stakeholde	5 days	08/11/2003	08/15/2003
51	**1.1.7.1.3**	**Ensure local participation**	**2 days**	**08/18/2003**	**08/19/2003**
52	1.1.7.1.3.1	Identify local champions to promote the CalPHIN Plan and contribute good ideas	2 days	08/18/2003	08/19/2003
53	1.1.7.2	Distribute marketing materials to communicate CalPHIN activities to relevant key stakeholders	5 days	08/20/2003	08/26/2003

ID	WBS	Task Name	Duration	Start	Finish
54	1.1.7.3	Communicate the role of the CalPHIN Office	15 days	08/20/2003	09/09/2003
55	1.1.7.4	Develop plan to provide ongoing communication to stakeholders	5 days	09/10/2003	09/16/2003
56	1.1.7.5	Identify responsible party to maintain communication activities	3 days	09/17/2003	09/19/2003
57	**1.1.8**	**4.1 Identify Technology Work Group Participants; 3.2 Convene Policy and Planning and Technology Work Groups**	**5 days**	**09/01/2003**	**09/05/2003**
58	1.1.8.1	Meeting with the Technology Work Group to develop plans to provide advice and feedback on technology solutions ar	3 days	09/01/2003	09/03/2003
59	1.1.8.2	Select a qualified Technologist to lead the Group	2 days	09/01/2003	09/02/2003
60	1.1.8.3	Establish plan on meeting frequency and location	1 day	09/04/2003	09/04/2003
61	1.1.8.4	Establish Work Group communication protocol	1 day	09/05/2003	09/05/2003
62	**1.1.9**	**2.1 Convene Standards Work Group**	**5 days**	**09/01/2003**	**09/05/2003**
63	1.1.9.1	Meeting with the Standards Work Group to develop plans to evaluate, develop, approve, disseminate, and maintain CalPHIN standards	3 days	09/01/2003	09/03/2003
64	1.1.9.2	The CalPHIN Data Architect will lead this group	1 day	09/01/2003	09/01/2003
65	1.1.9.3	Establish plan on meeting frequency and location	1 day	09/04/2003	09/04/2003
66	1.1.9.4	Establish Work Group communication protocol	1 day	09/05/2003	09/05/2003
67	**1.1.10**	**6.4 Convene Project Management Work Group**	**5 days**	**09/01/2003**	**09/05/2003**
68	1.1.10.1	Meeting with the Project Management Group to develop plans to provide a forum for CalPHIN-related project manager to coordinate activities, agree upon standard project management activities and development protocol, and strategica	3 days	09/01/2003	09/03/2003
69	1.1.10.2	Identify liaison between individual project managers and CalPHIN managers	1 day	09/01/2003	09/01/2003
70	1.1.10.3	Select a qualified Project Manager to lead the Group	1 day	09/04/2003	09/04/2003
71	1.1.10.4	Establish plan on meeting frequency and location	1 day	09/04/2003	09/04/2003
72	1.1.10.5	Establish Work Group communication protocol	1 day	09/05/2003	09/05/2003
73	1.1.10.6	Define metrics to measure project progress, both at an individual project level, and at an aggregated level for all CalPHIN-related project portfolios, and to incorporate these metrics into the project management activities	1 day	09/05/2003	09/05/2003
74	**1.1.11**	**5.1 Convene Security and Privacy Work Group**	**5 days**	**09/01/2003**	**09/05/2003**
75	1.1.11.1	Meeting with the Security and Privacy Group to develop plans to facilitate the adoption of privacy and security principle	3 days	09/01/2003	09/03/2003
76	1.1.11.2	Establish plan on meeting frequency and location	1 day	09/04/2003	09/04/2003
77	1.1.11.3	Establish Work Group communication protocol	1 day	09/05/2003	09/05/2003
78	**1.1.12**	**1.7 Develop Change Management Plan; 3.8 Collaborate to Manage Public Health Data as a Department-wide Resou**	**110 days**	**06/02/2003**	**10/31/2003**

ID	WBS	Task Name	Duration	Start	Finish
79	1.1.12.1	Research data stewardship policies and practices in other states' public health surveillance programs	10 days	09/15/2003	09/26/2003
80	1.1.12.1	Communicate the best practices and benefits of data stewardship versus data ownership	5 days	09/29/2003	10/03/2003
81	**1.1.12.2**	**Bring program area managers and information technology managers together to discuss a progression toward data stewardship**	**110 days**	**06/02/2003**	**10/31/2003**
82	1.1.12.2.1	Identify next steps	5 days	10/06/2003	10/10/2003
83	1.1.12.2.2	Identify any issues with moving toward data stewardship practices in California	5 days	10/13/2003	10/17/2003
84	1.1.12.2.3	Obtain key concerns and objectives from major stakeholders	10 days	10/20/2003	10/31/2003
85	**1.1.12.2.4**	**Collaborate with program area managers and stakeholders to move forward**	**89 days**	**06/02/2003**	**10/02/2003**
88	**1.1.14**	**4.10 Implement Collaborative Website**	**60 days**	**10/06/2003**	**12/26/2003**
89	**1.1.14.1**	**Develop a CalPHIN website implementation plan**	**15 days**	**10/06/2003**	**10/24/2003**
90	1.1.14.1.1	Plan the content and organization of the website	10 days	10/06/2003	10/17/2003
91	1.1.14.1.2	Identify developers and a responsible party to maintain the website	5 days	10/20/2003	10/24/2003
92	1.1.14.2	Gather information from current CalPHIN-related projects and Work Groups to populate the site	5 days	10/27/2003	10/31/2003
93	1.1.14.3	Develop CalPHIN website	30 days	11/03/2003	12/12/2003
94	1.1.14.4	Secure short-term hosting of CalPHIN website	1 day	11/03/2003	11/03/2003
95	1.1.14.5	Rollout website	5 days	12/15/2003	12/19/2003
96	1.1.14.6	Notify relevant stakeholders of website location and purpose of content	5 days	12/22/2003	12/26/2003
97	**1.1.15**	**4.8 Complete Implementation of CalPHIN Compatible Projects**	**180 days**	**10/13/2003**	**06/18/2004**
98	**1.1.15.1**	**Identify current CalPHIN-related development efforts and their status**	**30 days**	**10/13/2003**	**11/21/2003**
99	1.1.15.1.1	Acquire project work plans from the individual efforts	5 days	10/13/2003	10/17/2003
100	1.1.15.1.2	Develop a comprehensive CalPHIN-wide IT development work plan for existing and planned development efforts, including cost, timelines, functionality, and testing	5 days	10/20/2003	10/24/2003
101	1.1.15.1.3	Create deliverable and system requirements document defining expected systems deliverables and requirements	20 days	10/27/2003	11/21/2003
102	1.1.15.1.4	Develop CalPHIN-wide design document for each component including data structure definitions, performance, and security requirements	20 days	10/27/2003	11/21/2003
103	**1.1.15.2**	**Complete the installation of current PHIN-compatible information system pilots and projects**	**150 days**	**11/24/2003**	**06/18/2004**
104	1.1.15.2.1	Implement PHIN-compatible pilots statewide	150 days	11/24/2003	06/18/2004
105	1.1.15.2.2	Develop plans to integrate solutions	15 days	11/24/2003	12/12/2003
106	1.1.15.3	Evaluate and build on current, tested quality systems work	5 days	12/08/2003	12/12/2003
107	**1.1.15.4**	**Develop workshops with system user groups**	**87 days**	**01/02/2004**	**05/03/2004**

ID	WBS	Task Name	Duration	Start	Finish
110	**1.1.15.5**	**Conduct periodic updates with stakeholders on information systems development efforts to leverage CalPHIN activities where possible**	**66 days**	**01/02/2004**	**04/02/2004**
113	**1.1.16**	**6.3 Develop Project Management Plans to Coordinate CalPHIN Initiatives**	**60 days**	**10/13/2003**	**01/02/2004**
114	1.1.16.1	Present CalPHIN strategy to the DHS PPMB and other project management and planning stakeholders	5 days	10/13/2003	10/17/2003
115	1.1.16.2	Create CalPHIN Fact Sheets and brochures to educate the PPMB on need to support coordinated CalPHIN initiatives	10 days	10/20/2003	10/31/2003
116	1.1.16.3	Create comprehensive plans for CalPHIN projects	10 days	11/03/2003	11/14/2003
117	**1.1.16.4**	**Coordinate CalPHIN project management activities with the PPMB**	**20 days**	**11/17/2003**	**12/12/2003**
118	1.1.16.4.1	Document agreed upon practices and procedures	20 days	11/17/2003	12/12/2003
119	1.1.16.5	Utilize the Project Management Group and PPMB to minimize duplication of efforts and maximize prospects for integra	15 days	12/15/2003	01/02/2004
120	**1.1.17**	**1.3 Garner Support from Statewide Decision-Makers**	**20 days**	**11/03/2003**	**11/28/2003**
121	1.1.17.1	Identify key legislators	5 days	11/03/2003	11/07/2003
122	1.1.17.2	Identify potential legislative champions and interest groups	5 days	11/10/2003	11/14/2003
123	1.1.17.3	Develop CalPHIN presentations tailored to key legislators and public groups	5 days	11/10/2003	11/14/2003
124	1.1.17.4	Create CalPHIN Fact Sheets and brochures to educate legislators on need to support CalPHIN initiatives and funding	5 days	11/10/2003	11/14/2003
125	1.1.17.5	Present CalPHIN Strategy to Legislative and Government Affairs staff	3 days	11/17/2003	11/19/2003
126	1.1.17.6	Obtain support from legislative champions	5 days	11/20/2003	11/26/2003
127	1.1.17.7	Identify potential legislation to support CalPHIN	2 days	11/27/2003	11/28/2003
128	**1.1.18**	**3.1 Foster Collaboration and Ongoing Communication with CalPHIN Stakeholders**	**111 days**	**12/01/2003**	**05/03/2004**
129	1.1.18.1	Research partnership best practices	10 days	12/01/2003	12/12/2003
130	**1.1.18.2**	**Promote public, private, and academic partnerships in the development and use of CalPHIN**	**87 days**	**01/02/2004**	**05/03/2004**
134	1.1.18.3	Identify potential partnerships with local governments, other states, and public and private sector organizations	15 days	12/15/2003	01/02/2004
135	1.1.18.4	Identify potential partnerships with vendors	15 days	12/15/2003	01/02/2004
136	1.1.18.5	Present partnership agreements to DHS Legal Services for review	15 days	01/05/2004	01/23/2004
137	1.1.18.6	Finalize partnership agreements	5 days	01/26/2004	01/30/2004
138	**1.1.19**	**6.5 Work with PPMB to Document Project Approval and Procurement Processes**	**30 days**	**12/15/2003**	**01/23/2004**
139	**1.1.19.1**	**Work with the PPMB to confirm and document internal project reporting, oversight, and procurement processes**	**27 days**	**12/15/2003**	**01/20/2004**
140	1.1.19.1.1	Review and confirm existing project management reporting requirements for project sponsors, project steering co	5 days	12/15/2003	12/19/2003
141	1.1.19.1.2	Review and confirm project oversight process	5 days	12/15/2003	12/19/2003

ID	WBS	Task Name	Duration	Start	Finish
142	1.1.19.1.3	Review and confirm existing internal procurement processes with ITSD staff	2 days	12/22/2003	12/23/2003
143	**1.1.19.1.4**	**Document the specific steps in each process**	**15 days**	**12/24/2003**	**01/13/2004**
144	1.1.19.1.4.1	Develop process flow diagrams	15 days	12/24/2003	01/13/2004
145	1.1.19.1.5	Coordinate activities to streamline management reporting and procurement processes	5 days	01/14/2004	01/20/2004
146	1.1.19.2	Communicate internal procurement processes to relevant CalPHIN stakeholders	2 days	01/21/2004	01/22/2004
147	1.1.19.3	Encourage early communication between project management and control organizations and programs	1 day	01/23/2004	01/23/2004
148	**1.1.20**	**3.7 Establish Methods to Promote CalPHIN Activities**	**25 days**	**12/22/2003**	**01/23/2004**
149	1.1.20.1	Develop electronic bulletin board (or List-Server) to distribute event notices, requests, documents, and suggestions	10 days	12/22/2003	01/02/2004
150	1.1.20.2	Communicate availability of bulletin board to CalPHIN Stakeholders	10 days	01/05/2004	01/16/2004
151	1.1.20.3	Establish email address and process for stakeholders to subscribe	5 days	01/19/2004	01/23/2004
152	**1.1.21**	**3.3 Develop Inventory of Applications, Technologies, and Resource Skills**	**36 days**	**01/05/2004**	**02/23/2004**
153	**1.1.21.1**	**Survey public health stakeholders to identify relevant CalPHIN projects**	**20 days**	**01/05/2004**	**01/30/2004**
154	1.1.21.1.1	Develop survey instrument to identify existing CalPHIN-related development efforts	10 days	01/05/2004	01/16/2004
155	1.1.21.1.2	Distribute survey to relevant IT and business efforts (state and local)	5 days	01/19/2004	01/23/2004
156	1.1.21.1.3	Collect and analyze survey results	5 days	01/26/2004	01/30/2004
157	**1.1.21.2**	**Develop inventory of current and planned state and local applications and efforts**	**15 days**	**02/02/2004**	**02/20/2004**
158	1.1.21.2.1	Identify and document current and planned resource skills, technologies, and tools	10 days	02/02/2004	02/13/2004
159	1.1.21.2.2	Identify and document current and planned shared activities/systems in support of CalPHIN	5 days	02/16/2004	02/20/2004
160	1.1.21.3	Distribute inventory to CalPHIN stakeholders	1 day	02/23/2004	02/23/2004
161	**1.1.22**	**2.5 Establish an Inventory of Existing Standards**	**35 days**	**01/05/2004**	**02/20/2004**
162	**1.1.22.1**	**Review existing standards documentation within DHS**	**11 days**	**01/05/2004**	**01/19/2004**
163	1.1.22.1.1	Work with ITSD staff to identify existing technology and data standards	10 days	01/05/2004	01/16/2004
164	1.1.22.1.2	Collect current standards documentation	1 day	01/19/2004	01/19/2004
165	**1.1.22.2**	**Survey stakeholders to identify current standards**	**16 days**	**01/20/2004**	**02/10/2004**
166	1.1.22.2.1	Develop survey instrument to identify existing standards	10 days	01/20/2004	02/02/2004
167	1.1.22.2.2	Distribute survey to State and local public health IT efforts	1 day	02/03/2004	02/03/2004
168	1.1.22.2.3	Collect an analyze survey results	5 days	02/04/2004	02/10/2004
169	1.1.22.3	Review existing Federal standards	5 days	02/11/2004	02/17/2004
170	1.1.22.4	Compile standards documentation	2 days	02/18/2004	02/19/2004

ID	WBS	Task Name	Duration	Start	Finish
171	1.1.22.5	Publish and disseminate existing standards documentation	1 day	02/20/2004	02/20/2004
172	**1.1.23**	**4.3 Identify and Implement Quick Win Projects**	**282 days**	**06/02/2003**	**06/29/2004**
173	**1.1.23.1**	**Identify quick win projects**	**220 days**	**06/02/2003**	**04/02/2004**
180	**1.1.23.2**	**Identify targets of opportunity to decrease costs and increase benefits**	**220 days**	**06/02/2003**	**04/02/2004**
187	**1.1.23.3**	**Implement quick win projects**	**282 days**	**06/02/2003**	**06/29/2004**
191	**1.1.23.4**	**Market successful CalPHIN projects to relevant stakeholders**	**176 days**	**06/02/2003**	**02/02/2004**
195	**1.1.24**	**2.4 Identify Procedures to Evaluate, Develop, Approve, Disseminate, and Maintain Standards**	**45 days**	**01/06/2004**	**03/08/2004**
196	1.1.24.1	Develop approval, implementation, and monitoring procedures in order to develop data, technology and business process standards for the CalPHIN effort	20 days	01/06/2004	02/02/2004
197	1.1.24.2	Reach consensus with CalPHIN stakeholders on the standard procedures and processes	10 days	02/03/2004	02/16/2004
198	1.1.24.3	Identify and define any potential issues for implementing standards	10 days	02/17/2004	03/01/2004
199	1.1.24.4	Define re-evaluation period for developed standards	5 days	03/02/2004	03/08/2004
200	**1.1.25**	**2.7 Participate in Standard-Setting and Regulatory Efforts and Organizations**	**81 days**	**01/12/2004**	**05/03/2004**
201	1.1.25.1	Identify relevant industry, Federal, state, and local standard setting organizations	5 days	01/12/2004	01/16/2004
202	1.1.25.2	Identify current and planned state and local standard-setting efforts	5 days	01/12/2004	01/16/2004
203	1.1.24.4	Establish a liaison with relevant organizations, agencies, and groups	1 day	01/19/2004	01/19/2004
204	**1.1.25.4**	**Participate in standard-setting and regulatory efforts/organizations**	**66 days**	**02/02/2004**	**05/03/2004**
207	1.1.25.5	Examine best practices of other agencies, governments, and private sector organizations	5 days	01/20/2004	01/26/2004
208	**1.1.25.6**	**Collaborate with other states' NEDSS efforts**	**12 days**	**01/12/2004**	**01/27/2004**
209	1.1.25.6.1	Identify all non-NEDSS Base System based states	2 days	01/12/2004	01/13/2004
210	1.1.25.6.2	Identify best practices and standards in use in the other states' efforts	10 days	01/14/2004	01/27/2004
211	**1.1.26**	**2.6 Develop Priorities and Responsibilities for Standards Development**	**40 days**	**01/12/2004**	**03/05/2004**
212	**1.1.26.1**	**Define CalPHIN standards development priorities**	**40 days**	**01/12/2004**	**03/05/2004**
213	1.1.26.1.1	Prioritize development of standards needed to facilitate efforts to develop integrated information systems based on CalPHIN stakeholder input	15 days	01/12/2004	01/30/2004
214	1.1.26.1.2	Convene stakeholders to develop consensus on priorities and responsibilities for standards development	10 days	02/02/2004	02/13/2004
215	1.1.26.1.3	Circulate list of proposed areas for standards for agreement on which standards should be developed first	10 days	02/16/2004	02/27/2004
216	1.1.26.1.4	Finalize prioritized list of standards development efforts	5 days	03/01/2004	03/05/2004
217	**1.1.27**	**2.8 Identify Inventory of Standards for CalPHIN Initiatives**	**20 days**	**01/19/2004**	**02/13/2004**

ID	WBS	Task Name	Duration	Start	Finish
218	1.1.27.1	Identify current research on standards	4 days	01/19/2004	01/22/2004
219	1.1.27.2	Leverage existing research	1 day	01/23/2004	01/23/2004
220	1.1.27.3	Develop set of interim proposed standards based on existing documentation	10 days	01/26/2004	02/06/2004
221	1.1.27.4	Make recommendations for a process for gaining a wider consensus of interested parties and stakeholders	5 days	02/09/2004	02/13/2004
222	**1.1.28**	**5.3 Participate in Privacy and Security Policy-Setting Efforts and Organizations**	**88 days**	**02/02/2004**	**06/02/2004**
223	**1.1.28.1**	**Identify industry, Federal, State, and local privacy and security policy-setting organizations**	**88 days**	**02/02/2004**	**06/02/2004**
224	1.1.28.1.1	Identify current and planned state and local privacy and security-related efforts	20 days	02/02/2004	02/27/2004
225	1.1.28.1.2	Establish a liaison with relevant organizations, agencies, and groups	5 days	03/01/2004	03/05/2004
226	**1.1.28.1.3**	**Collaborate with industry, Federal, State and local privacy and security policy-setting organizations**	**88 days**	**02/02/2004**	**06/02/2004**
230	1.1.28.2	Cultivate relationships with other states to share best practices and lessons learned	5 days	03/08/2004	03/12/2004
231	**1.1.29**	**5.8 Promote Privacy and Security Awareness Throughout CalPHIN**	**61 days**	**02/09/2004**	**05/03/2004**
232	1.1.29.1	Identify privacy and security policies	5 days	02/09/2004	02/13/2004
233	1.1.29.2	Highlight privacy and security policies and issues relating to CalPHIN	10 days	02/16/2004	02/27/2004
234	1.1.29.3	Work with the Education and Outreach Work Group to develop materials to promote privacy and security awareness throughout the CalPHIN effort	10 days	03/01/2004	03/12/2004
235	**1.1.29.4**	**Ensure current CalPHIN projects are aware of security and privacy issues related to their specific activities**	**45 days**	**03/02/2004**	**05/03/2004**
238	**1.1.30**	**2.2 Develop a Comprehensive Model of Core Business Processes**	**120 days**	**03/01/2004**	**08/13/2004**
239	**1.1.30.1**	**Identify and categorize the major business process areas required for CalPHIN, including existing information systems (in the short-term, the scope will include communicable disease programs)**	**45 days**	**03/01/2004**	**04/30/2004**
240	1.1.30.1.1	Gather information on current business practices	20 days	03/01/2004	03/26/2004
241	1.1.30.1.2	Identify and interview subject matter experts	5 days	03/29/2004	04/02/2004
242	1.1.30.1.3	Review current assessments and documentation for individual programs' processes	20 days	04/05/2004	04/30/2004
243	1.1.30.2	Document current public health processes	30 days	05/03/2004	06/11/2004
244	1.1.30.3	Analyze information	15 days	06/14/2004	07/02/2004
245	1.1.30.4	Develop draft of comprehensive public health processes	20 days	07/05/2004	07/30/2004
246	1.1.30.5	Present draft processes to SMEs for review	5 days	08/02/2004	08/06/2004
247	1.1.30.6	Present final documentation of current processes	5 days	08/09/2004	08/13/2004
248	**1.1.31**	**6.6 Work Cooperatively with the PPMB to Improve Timeliness of Procurement Processes**	**85 days**	**02/09/2004**	**06/04/2004**
249	1.1.31.1	Present CalPHIN vision to information technology services' managers and staff	5 days	02/09/2004	02/13/2004

ID	WBS	Task Name	Duration	Start	Finish
250	**1.1.31.2**	**Initiate a cooperative work environment with information technology services staff to facilitate the development of project approval documents**	**30 days**	**02/16/2004**	**03/26/2004**
251	1.1.31.2.1	Review and confirm existing project review process, including types of reviews, participant roles, and frequency	30 days	02/16/2004	03/26/2004
252	**1.1.31.3**	**Work with the ITSD and PPMB to identify steps/processes to improve the timeliness of the technology project approval process (e.g., internal steps that lead to the development of FSRs)**	**50 days**	**03/29/2004**	**06/04/2004**
253	1.1.31.3.1	Obtain documentation on the exact steps and timeframes involved in development of procurement documents	15 days	03/29/2004	04/16/2004
254	1.1.31.3.2	Identify stakeholders involved in the process to develop procurement documents	5 days	04/19/2004	04/23/2004
255	1.1.31.3.3	Identify steps to streamline the processes	30 days	04/26/2004	06/04/2004
256	**1.1.32**	**5.4 Adhere to "Standards for Privacy of Individually Identifiable Health Information"**	**190 days**	**07/07/2003**	**03/26/2004**
257	1.1.32.1	Distribute "Standards for Privacy of Individually Identifiable Health Information" to CalPHIN stakeholders	10 days	07/07/2003	07/18/2003
258	1.1.32.2	Develop checklist of compliance with the "Standards for Privacy of Individually Identifiable Health Information	5 days	02/09/2004	02/13/2004
259	1.1.32.3	Request CalPHIN project managers to complete checklist, identify deficiencies, and implement actions to correct problem areas	30 days	02/16/2004	03/26/2004
260	**1.1.33**	**6.2 Promote the use of Project Management Principles and Methodologies within CalPHIN**	**50 days**	**05/03/2004**	**07/09/2004**
261	1.1.33.1	Identify standard project management principles and methodologies to incorporate into the CalPHIN effort	5 days	05/03/2004	05/07/2004
262	1.1.33.2	Identify standard project management tools for use in the CalPHIN effort	5 days	05/03/2004	05/07/2004
263	1.1.33.3	Adopt industry-standard technology project management methodologies	30 days	05/10/2004	06/18/2004
264	**1.1.33.4**	**Promote the use of Project Management Principles and Methodologies within CalPHIN**	**10 days**	**05/10/2004**	**05/21/2004**
265	1.1.33.4.1	Distribute standard project management principles documentation to CalPHIN-related Project Managers	5 days	05/10/2004	05/14/2004
266	1.1.33.4.2	Develop and distribute specific project management tools for use by CalPHIN-related project managers	5 days	05/17/2004	05/21/2004
267	1.1.33.5	Utilize performance measurements and review processes to track the progress and success of IT projects	45 days	05/10/2004	07/09/2004
268					
269	**1.2**	**CalPHIN Mid-term Activities**	**639 days?**	**02/10/2004**	**07/21/2006**
270	**1.2.1**	**1.9 Track Progress and Results of CalPHIN Initiatives**	**480 days**	**06/01/2004**	**04/03/2006**
271	1.2.1.1	Track progress and results of CalPHIN initiatives (business, governance, and technology)	5 days	06/01/2004	06/07/2004
272	1.2.1.2	Develop protocol and tool to track CalPHIN initiatives	10 days	06/08/2004	06/21/2004
273	**1.2.1.3**	**Identify responsible party to update and maintain the tracking tool**	**436 days**	**08/02/2004**	**04/03/2006**
274	**1.2.1.3.1**	**Update tracking tool quarterly**	**436 days**	**08/02/2004**	**04/03/2006**
281	**1.2.1.4**	**Communicate status of initiatives to relevant stakeholders**	**457 days**	**07/02/2004**	**04/03/2006**

ID	WBS	Task Name	Duration	Start	Finish
290	**1.2.2**	**3.4 Coordinate Funding and Other Resources**	**523 days**	**06/02/2004**	**06/02/2006**
291	1.2.2.1	Identify high-level key stakeholders with the authority to impact funding decisions	15 days	06/02/2004	06/22/2004
292	1.2.2.2	Review internal funding mechanisms	5 days	06/23/2004	06/29/2004
293	**1.2.2.3**	**Commit adequate resources to support CalPHIN efforts**	**15 days**	**07/02/2004**	**07/22/2004**
294	1.2.2.3.1	Devise strategies to coordinate available funding and other resources	5 days	07/02/2004	07/08/2004
295	1.2.2.3.2	Engage in joint planning efforts to encourage the ongoing exchange of information about integration efforts at the federal, state, and local levels to minimize duplication and optimize funding and other resources	10 days	07/09/2004	07/22/2004
296	1.2.2.4	Develop a coordinated strategy to pursue external funding or additional funding sources (e.g., e-Gov grants)	5 days	07/23/2004	07/29/2004
297	1.2.2.5	Ensure funding and other resources are efficiently distributed according to established priorities on an ongoing basis	5 days	07/23/2004	07/29/2004
298	1.2.2.6	Participate in funding initiatives or other cooperative activities to support CalPHIN	5 days	07/30/2004	08/05/2004
299	1.2.2.7	Develop business plan for public/private health partnership funding	10 days	08/06/2004	08/19/2004
300	1.2.2.8	Identify opportunities for joint operation budgets	10 days	08/20/2004	09/02/2004
301	**1.2.2.9**	**Annually review the coordination of funding**	**523 days**	**06/02/2004**	**06/02/2006**
305	**1.2.3**	**1.4 Gain Commitment and Support from Additional Stakeholders**	**457 days**	**08/02/2004**	**05/02/2006**
306	**1.2.3.1**	**Identify additional internal and external public health stakeholders, users, and inputs for CalPHIN**	**266 days**	**08/02/2004**	**08/08/2005**
309	**1.2.3.2**	**Expand local participation**	**263 days**	**08/10/2004**	**08/11/2005**
310	**1.2.3.2.1**	**Identify additional local champions to promote CalPHIN Plan and contribute good ideas**	**263 days**	**08/10/2004**	**08/11/2005**
313	1.2.3.3	Distribute CalPHIN education materials to communicate CalPHIN activities to relevant stakeholders	5 days	08/11/2004	08/17/2004
314	**1.2.3.4**	**Communicate progress of CalPHIN and early successes**	**276 days**	**08/11/2004**	**08/31/2005**
317	1.2.3.5	Develop plan to provide ongoing communication to stakeholders	5 days	08/16/2004	08/20/2004
318	**1.2.3.6**	**Secure input from all affected parties to determine data desired (comprehensiveness of CalPHIN) and needs**	**434 days**	**09/02/2004**	**05/02/2006**
325	**1.2.4**	**3.1 Maintain Ongoing Collaboration and Communication with CalPHIN Stakeholders**	**286 days**	**09/01/2004**	**10/05/2005**
326	**1.2.4.1**	**Expand public, private, and academic partnerships in the development and use of CalPHIN**	**286 days**	**09/01/2004**	**10/05/2005**
327	1.2.4.1.1	Promote partnerships as collaborative, synergistic alliances of diverse public health partners working towards community and public health improvement	5 days	09/01/2004	09/07/2004
328	**1.2.4.1.2**	**Identify additional potential partnerships with local governments and public and private sector organizati**	**276 days**	**09/15/2004**	**10/05/2005**
331	1.2.4.2	Discuss reward system for successful public and private partnerships	5 days	09/20/2004	09/24/2004
332	**1.2.4.3**	**Develop recommendations on new business models to support public and private health partnerships at the S**	**262 days**	**09/20/2004**	**09/20/2005**
335	**1.2.5**	**5.5 Obtain Legal Assessment of any Privacy and Security Gaps; 5.6 Define Security Rules and Access Privileges**	**50 days**	**09/06/2004**	**11/12/2004**

ID	WBS	Task Name	Duration	Start	Finish
336	1.2.5.1	Obtain a legal assessment on any gaps and barriers among current privacy and security practices that impact the CalPHIN initiative	5 days	09/06/2004	09/10/2004
337	1.2.5.2	Obtain legal opinion on the laws restricting the sharing of public health data	15 days	09/06/2004	09/24/2004
338	1.2.5.3	Develop draft data security rules and user access privileges to ensure data integrity and security across systems	10 days	09/10/2004	09/23/2004
339	1.2.5.4	Present draft recommendations to SMEs for review	4 days	09/24/2004	09/29/2004
340	1.2.5.5	Publish and communicate data security rules and user access privileges to CalPHIN stakeholders	2 days	09/30/2004	10/01/2004
341	1.2.5.6	Expand public key infrastructure to support secure electronic transactions	30 days	10/04/2004	11/12/2004
342	1.2.5.7	Define data security and access rules	15 days	10/04/2004	10/22/2004
343	1.2.5.8	Establish hierarchy for data access privileges	20 days	10/04/2004	10/29/2004
344	1.2.5.9	Define process for maintaining user privileges (adds, changes and deletes)	10 days	10/04/2004	10/15/2004
345	**1.2.6**	**2.8 Review Inventory of Standards for CalPHIN; 2.9 Public CalPHIN Standards**	**391 days**	**09/02/2004**	**03/02/2006**
346	1.2.6.1	Review identified priorities for implementation of standards for data, definitions, communications, technology and processes to ensure consistency of data over time and across public health stakeholders and programs	10 days	09/13/2004	09/24/2004
347	**1.2.6.2**	**Develop consistent standards in priority areas to facilitate data capture and secure exchange**	**90 days**	**09/02/2004**	**01/05/2005**
348	1.2.6.2.1	Define public health data and data linkage standards	90 days	09/02/2004	01/05/2005
349	1.2.6.2.2	Define technology, specific vendor tools, and technologies standards	90 days	09/02/2004	01/05/2005
350	1.2.6.2.3	Define business process standards	90 days	09/02/2004	01/05/2005
351	1.2.6.2.4	Develop and use information exchange protocols	45 days	09/02/2004	11/03/2004
352	1.2.6.2.5	Establish communication protocols to be used for public health communications	20 days	11/04/2004	12/01/2004
353	1.2.6.3	Publish and communicate CalPHIN standards	5 days	12/02/2004	12/08/2004
354	**1.2.6.4**	**Promote broadest possible application and use of adopted standards**	**30 days**	**09/13/2004**	**10/22/2004**
355	1.2.6.4.1	Communicate standards to relevant stakeholders	20 days	09/13/2004	10/08/2004
356	1.2.6.4.2	Obtain consensus from effected stakeholders on proposed standards	10 days	10/11/2004	10/22/2004
357	1.2.6.5	Promote use of published standards in all new development efforts	20 days	10/25/2004	11/19/2004
358	**1.2.6.6**	**Conduct ongoing compliance assessments**	**348 days**	**11/02/2004**	**03/02/2006**
364	**1.2.7**	**2.3 Develop CalPHIN Data Model Rules and Specifications; 4.7 Confirm CalPHIN Architecture**	**455 days**	**09/06/2004**	**06/02/2006**
365	**1.2.7.1**	**Review State and Federal data models and standards**	**120 days**	**09/06/2004**	**02/18/2005**
366	1.2.7.1.1	Update definitions of each relevant data element and associated editing and cross-validation rules	30 days	09/06/2004	10/15/2004
367	1.2.7.1.2	Update rules and specifications on how to build CalPHIN-compliant databases	30 days	10/18/2004	11/26/2004

ID	WBS	Task Name	Duration	Start	Finish
368	1.2.7.1.3	Obtain consensus on common core data elements for client-oriented information	60 days	11/29/2004	02/18/2005
369	**1.2.7.2**	**Identify points of integration for the CalPHIN effort**	**20 days**	**10/04/2004**	**10/29/2004**
370	1.2.7.2.1	Update integration standards and specifications	20 days	10/04/2004	10/29/2004
371	1.2.7.3	Develop data modeling rules and specifications to guide future systems development efforts	45 days	11/29/2004	01/28/2005
372	**1.2.7.4**	**Periodically refine and confirm those specifications**	**361 days**	**01/03/2005**	**05/22/2006**
378	**1.2.7.5**	**Refine proposed architecture as CalPHIN implementation progresses**	**392 days**	**12/02/2004**	**06/02/2006**
383	1.2.7.6	Expand existing data models to support future development	30 days	01/31/2005	03/11/2005
384	**1.2.8**	**5.7 & 3.8 Promote Data Stewardships Principles and Practices**	**422 days**	**10/04/2004**	**05/16/2006**
385	1.2.8.1	Continue to communicate the best practices and benefits of data stewardship versus data ownership	5 days	10/04/2004	10/08/2004
386	**1.2.8.2**	**Periodically bring DHS program area and information technology managers together to discuss a progression toward data stewardship**	**352 days**	**11/02/2004**	**03/08/2006**
392	1.2.8.3	Seek adoption of policies, mandates, regulations and organizational practices that promote data access, sharing, and protection of confidentiality	15 days	10/05/2004	10/25/2004
393	**1.2.8.4**	**Collaborate with all applicable programs to manage public health data as a Department-wide resource, regardless of its physical location**	**417 days**	**10/11/2004**	**05/16/2006**
414	**1.2.8.5**	**Promote a sense of Department-wide data stewardship as opposed to data ownership**	**395 days**	**11/01/2004**	**05/05/2006**
419	**1.2.9**	**3.5 Develop Formal Agreements to Facilitate Data and Resource Sharing**	**35 days**	**10/18/2004**	**12/03/2004**
420	1.2.9.1	Negotiate agreements among public health stakeholders to facilitate data and resource sharing	15 days	10/18/2004	11/05/2004
421	**1.2.9.2**	**Develop formal agreements between programs and jurisdictions to facilitate data and resource sharing (e.g., MOUs)**	**35 days**	**10/18/2004**	**12/03/2004**
422	1.2.9.2.1	Draft terms of agreements	15 days	10/18/2004	11/05/2004
423	1.2.9.2.2	Present agreements to the Office of Legal Services for review	15 days	11/08/2004	11/26/2004
424	1.2.9.2.3	Finalize agreements	5 days	11/29/2004	12/03/2004
425	**1.2.10**	**4.6 Engage Key Stakeholders in the Development of Requirements; 6.1 Complete BPR Assessments**	**405 days**	**11/04/2004**	**05/24/2006**
426	**1.2.10.1**	**Prior to systems development and implementation, complete Business Process Reengineering (BPR) assessments of public health systems**	**405 days**	**11/04/2004**	**05/24/2006**
427	1.2.10.1.1	Review current public health system processes	30 days	11/04/2004	12/15/2004
428	1.2.10.1.2	Review best practices for public health processes	45 days	11/04/2004	01/05/2005
429	1.2.10.1.3	Develop conceptual designs of streamlined business processes	30 days	01/06/2005	02/16/2005
430	1.2.10.1.4	Develop new process flows	45 days	02/17/2005	04/20/2005

ID	WBS	Task Name	Duration	Start	Finish
431	1.2.10.1.5	Present new process flows to relevant stakeholders	5 days	04/21/2005	04/27/2005
432	**1.2.10.1.6**	**Include thorough stakeholder requirements analysis (state and local) prior to any systems development effort**	**405 days**	**11/04/2004**	**05/24/2006**
452	**1.2.11**	**5.2 Identify Procedures to Evaluate, Develop, Approve, Disseminate, and Maintain Privacy and Security Policies an**	**40 days**	**01/03/2005**	**02/25/2005**
453	1.2.11.1	Work with existing security and privacy efforts/organizations to develop procedures for developing security and privacy policies and practices	30 days	01/03/2005	02/11/2005
454	1.2.11.2	Define approval, implementation, and monitoring procedures to develop security and privacy standards and processes	5 days	02/14/2005	02/18/2005
455	1.2.11.3	Define re-evaluation period for policies and procedures	5 days	02/21/2005	02/25/2005
456	**1.2.12**	**2.10 Negotiate Enterprise-wide License and Volume Purchase Agreements**	**269 days**	**01/05/2005**	**01/16/2006**
457	**1.2.12.1**	**Develop cost/benefits analysis of purchasing enterprise wide licenses for tools and technologies identified as CalPHIN Standards**	**262 days**	**01/05/2005**	**01/05/2006**
458	**1.2.12.1.1**	**Involve broad stakeholder input in the identification of the potential tools and technologies**	**262 days**	**01/05/2005**	**01/05/2006**
462	**1.2.12.2**	**Negotiate enterprise-wide license and volume purchase agreements for standard software, hardware, and services**	**261 days**	**01/17/2005**	**01/16/2006**
465	**1.2.13**	**4.2 & 4.4 Identify Future CalPHIN Projects and Leverage Resources to Enable Information Exchange Across Effort**	**394 days?**	**01/18/2005**	**07/21/2006**
466	**1.2.13.1**	**Monitor progress of existing pilots and information system development efforts**	**347 days**	**01/21/2005**	**05/22/2006**
472	**1.2.13.2**	**Identify, promote, and leverage resources to enable information exchange and communication across networks, systems, and application development efforts**	**390 days**	**01/24/2005**	**07/21/2006**
478	1.2.13.3	Implement improved information and data management strategies to support timely, accurate, valid, collection, processing, and analysis of data within the State and to share within CalPHIN	15 days	01/18/2005	02/07/2005
479	1.2.13.4	Develop process to maintain shared information systems, processes, and components	35 days	01/20/2005	03/09/2005
480	**1.2.13.5**	**Achieve economies by encouraging collaborative approaches and common solutions to technology issues**	**40 days?**	**02/15/2005**	**04/11/2005**
481	1.2.13.5.1	Establish shared development environment	15 days	02/15/2005	03/07/2005
482	1.2.13.5.2	Select "best of breed" tools and processes	20 days?	03/08/2005	04/04/2005
483	1.2.13.5.3	Procure technology tools and project management tools to support development efforts	5 days	04/05/2005	04/11/2005
484	**1.2.14**	**4.8 Use Data Model Specifications and Standards to Implement CalPHIN Compatible Projects**	**484 days**	**09/02/2004**	**07/11/2006**
485	**1.2.14.1**	**Identify current CalPHIN-related development efforts and their status**	**391 days**	**01/11/2005**	**07/11/2006**
486	**1.2.14.1.1**	**Obtain updated project work plans from the individual efforts**	**391 days**	**01/11/2005**	**07/11/2006**

ID	WBS	Task Name	Duration	Start	Finish
491	**1.2.14.1.2**	**Update the comprehensive CalPHIN-wide IT development work plan for existing and planned development efforts, including cost, timelines, functionality and testing**	**276 days**	**02/02/2005**	**02/22/2006**
494	**1.2.14.1.3**	**Create deliverable and system requirements document defining expected systems deliverables and requirements**	**276 days**	**02/10/2005**	**03/02/2006**
497	**1.2.14.1.4**	**Update the CalPHIN-wide design document for each component including data structure definitions, performance, and security requirements**	**276 days**	**02/15/2005**	**03/07/2006**
500	1.2.14.2	Complete the installation of current PHIN-compatible information system pilots and projects	300 days	09/02/2004	10/26/2005
501	1.2.14.3	Develop plans to integrate solutions	30 days	10/04/2004	11/12/2004
502	**1.2.14.4**	**Conduct periodic updates with stakeholders on information systems development efforts to leverage CalPHIN activities where possible**	**352 days**	**11/16/2004**	**03/22/2006**
508	**1.2.15**	**4.1 Review the Technical Direction of the CalPHIN Effort**	**629 days**	**02/10/2004**	**07/07/2006**
509	**1.2.15.1**	**Review technical directions outlined for all information systems efforts related to the CalPHIN initiative**	**395 days**	**01/03/2005**	**07/07/2006**
514	1.2.15.2	Research, identify, and devise strategies to resolve technology infrastructure issues and promote the utilization of standards	15 days	02/07/2005	02/25/2005
515	1.2.15.3	Continue to research, analyze, and compile the findings and best practices of PHIN-related information systems development efforts in other states	15 days	02/07/2005	02/25/2005
516	**1.2.15.4**	**Share best practices findings with CalPHIN-related information systems project managers**	**524 days**	**02/10/2004**	**02/10/2006**
522	**1.2.16**	**6.5 & 6.6 Continue to Work Cooperatively with the PPMB to Improve Project Approval and Procurement Processes**	**269 days**	**02/01/2005**	**02/10/2006**
523	**1.2.16.1**	**Work with the PPMB to coordinate project management activities related to CalPHIN and to improve the timeliness of the external technology project approval process**	**261 days**	**02/07/2005**	**02/06/2006**
526	1.2.16.2	Work with PPMB to streamline internal procurement processes (identifying key steps and players)	5 days	02/01/2005	02/07/2005
527	**1.2.16.3**	**Communicate internal procurement processes to relevant project managers**	**262 days**	**02/10/2005**	**02/10/2006**
530	**1.2.16.4**	**Facilitate the process of developing winning Feasibility Study Reports (FSR) that ensures rapid approval of proposed technology projects**	**45 days**	**02/10/2005**	**04/13/2005**
531	1.2.16.4.1	Document and communicate external project approval processes	5 days	02/10/2005	02/16/2005
532	1.2.16.4.2	Confirm and communicate DHS-internal review and approval process for procurement documents	5 days	02/17/2005	02/23/2005
533	1.2.16.4.3	Communicate control agency reporting requirements for capital project IT procurements	5 days	02/17/2005	02/23/2005
534	1.2.16.4.4	Gather and make available a library of model FSRs, templates, guides, and other resources to support the development of successful FSRs	15 days	02/24/2005	03/16/2005
535	1.2.16.4.5	Educate and inform Department staff about the Project Approval Process and how to write successful FSRs that meet State control agency expectations	20 days	03/17/2005	04/13/2005

ID	WBS	Task Name	Duration	Start	Finish
536	1.2.16.4.6	Provide technical support to staff who are developing FSRs	15 days	03/17/2005	04/06/2005
537	1.2.16.5	Work with State control agencies to clarify their expectations	30 days	04/14/2005	05/25/2005
538	1.2.16.6	Share the CalPHIN vision and initiatives with State control agencies	5 days	02/17/2005	02/23/2005
539	**1.2.17**	**2.2 Complete Comprehensive Model of Core Business Processes**	**180 days**	**02/15/2005**	**10/24/2005**
540	**1.2.17.1**	**Survey state and local public health participants regarding information management processes and practices**	**60 days**	**02/15/2005**	**05/09/2005**
541	1.2.17.1.1	Develop a statewide needs assessment to systematically identify all information systems in California and provide useful descriptions of information management and sharing processes and practices	60 days	02/15/2005	05/09/2005
542	**1.2.17.2**	**Drill down each of the business areas defined in the CalPHIN process model to define detailed specifications of process data and information required for all users to conduct their job**	**120 days**	**05/10/2005**	**10/24/2005**
543	1.2.17.2.1	Determine data needs	45 days	05/10/2005	07/11/2005
544	1.2.17.2.2	Define integrated processes	45 days	07/12/2005	09/12/2005
545	1.2.17.2.3	Develop system architectural framework go define how integrated processes and data interact	30 days	09/13/2005	10/24/2005
546	**1.2.18**	**6.2 Continue to Promote Project Management Principles and Methodologies within CalPHIN**	**347 days**	**02/21/2005**	**06/20/2006**
547	**1.2.18.1**	**Promote the use of Project Management Principles and Methodologies within CalPHIN efforts**	**347 days**	**02/21/2005**	**06/20/2006**
553	**1.2.18.2**	**Communicate industry-standard technology project management methodologies**	**262 days**	**02/25/2005**	**02/27/2006**
558	1.2.18.3	Utilize performance measurements and review processes to track the progress and success of IT projects	45 days	02/25/2005	04/28/2005
559	**1.2.19**	**4.9 Establish Reporting Capabilities for Sharing Public Health Information**	**140 days**	**03/07/2005**	**09/16/2005**
560	1.2.19.1	Establish reporting capabilities for sharing public health information among public health stakeholders	30 days	03/07/2005	04/15/2005
561	1.2.19.2	Develop shared reporting data models	60 days	04/18/2005	07/08/2005
562	1.2.19.3	Develop shared reporting databases or necessary protocols	90 days	04/18/2005	08/19/2005
563	1.2.19.4	Identify and acquire reporting tools	20 days	04/18/2005	05/13/2005
564	1.2.19.5	Develop ad hoc reporting capabilities	90 days	05/16/2005	09/16/2005
565	**1.2.20**	**1.7 Implement Change Management Plan**	**80 days**	**04/01/2005**	**07/21/2005**
566	1.2.20.1	Research change management best practices	15 days	04/01/2005	04/21/2005
567	1.2.20.2	Document current change management processes within DHS	20 days	04/22/2005	05/19/2005
568	1.2.20.3	Devise strategies to manage risks and resolve obstacles with CalPHIN development efforts	15 days	05/20/2005	06/09/2005
569	1.2.20.4	Develop change management plan to work in the new CalPHIN model	20 days	05/20/2005	06/16/2005
570	1.2.20.5	Develop formal change control processes	5 days	06/17/2005	06/23/2005
571	1.2.20.6	Promote and communicate desired future environment	15 days	06/24/2005	07/14/2005

ID	WBS	Task Name	Duration	Start	Finish
572	1.2.20.7	Communicate change management plan to relevant stakeholders	5 days	07/15/2005	07/21/2005
573	**1.2.21**	**1.6 Implement Conflict and Problem Resolution Processes and Controls**	**55 days**	**04/01/2005**	**06/16/2005**
574	1.2.21.1	Research conflict and problem resolution best practices	15 days	04/01/2005	04/21/2005
575	1.2.21.2	Document current conflict and problem resolution processes	15 days	05/20/2005	06/09/2005
576	1.2.21.3	Develop appropriate conflict and problem resolution processes and controls in support of CalPHIN	15 days	05/20/2005	06/09/2005
577	1.2.21.4	Devise strategies to manage risks and resolve obstacles	5 days	06/10/2005	06/16/2005
578	**1.2.22**	**6.3 Develop Project Management to Coordinate CalPHIN Initiatives**	**523 days**	**06/02/2004**	**06/02/2006**
579	**1.2.22.1**	**Present CalPHIN strategy updates to the ITSD, PPMB and other project management and planning stakeholders on a ongoing basis**	**523 days**	**06/02/2004**	**06/02/2006**
585	**1.2.22.2**	**Distribute CalPHIN Fact Sheets and brochures to update the PPMB on the progress of coordinated CalPHIN initiatives**	**523 days**	**06/02/2004**	**06/02/2006**
589	**1.2.22.3**	**Continue to coordinate CalPHIN project management activities with the PPMB**	**5 days**	**03/10/2005**	**03/16/2005**
590	1.2.22.3.1	Update and confirm agreed upon practices and procedures	5 days	03/10/2005	03/16/2005
591	1.2.22.4	Utilize the Project Management Group and PPMB to minimize duplication of efforts and maximize prospects for integrating efforts and systems	15 days	03/17/2005	04/06/2005
592	**1.2.23**	**4.5 Establish Technical Resource Center**	**25 days**	**08/02/2005**	**09/05/2005**
593	**1.2.23.1**	**Establish a Technical Resource Center under the Technology Work Group to unify/educate stakeholders regarding CalPHIN technologies and solutions**	**25 days**	**08/02/2005**	**09/05/2005**
594	1.2.23.1.1	Identify experts and stakeholder representatives to participate in the work group	5 days	08/02/2005	08/08/2005
595	1.2.23.1.2	Consolidate technical resource information (standards, implementation notes, inventory of technology currently in use, data models, resource skills for business and technical solutions)	15 days	08/09/2005	08/29/2005
596	1.2.23.1.3	Create process to maintain technical information	5 days	08/30/2005	09/05/2005
597	1.2.23.1.4	Develop protocol for stakeholders to contact Technology Resource Center members (e.g., phone numbers, email addresses)	5 days	08/09/2005	08/15/2005
598	1.2.23.1.5	Communicate availability of the resource center to relevant stakeholders to answer any technical questions	1 day	08/16/2005	08/16/2005
599	**1.2.24**	**1.8 Annually Update CalPHIN Strategic Plan; 6.7 Integrate Technology Planning and Department-wide Strategic Pla**	**552 days**	**06/02/2004**	**07/13/2006**
600	**1.2.24.1**	**Integrate CalPHIN IT planning with the development of business objectives to ensure alignment of IT and business goals with DHS**	**527 days**	**06/02/2004**	**06/08/2006**
604	**1.2.24.2**	**Annually update the CalPHIN strategic plan to provide ongoing and long-term direction**	**552 days**	**06/02/2004**	**07/13/2006**
608	**1.2.24.3**	**Promote the concept that local planning processes should be shaped around the CalPHIN Plan and supporting strategies**	**523 days**	**06/02/2004**	**06/02/2006**

ID	WBS	Task Name	Duration	Start	Finish
612	1.2.25	**2.7 & 5.3 Review Participation in Standard-Setting and Security and Privacy Policy-Setting Organizations**	**266 days**	**06/30/2004**	**07/06/2005**
613	1.2.25.1	**Re-evaluate potential relevant industry, Federal, state, and local standard setting and privacy and security policy-setting organizations**	**266 days**	**06/30/2004**	**07/06/2005**
616	1.2.25.2	Continue relationships with other states to share best practices and lessons learned	15 days	03/03/2005	03/23/2005
617	1.2.26	**1.5, 3.2, 3.6, 2.1, & 5.1 Review CalPHIN Work Group Members and Charters**	**503 days**	**06/30/2004**	**06/02/2006**
618	1.2.26.1	**Review membership and charter of the CalPHIN Office and supporting Work Groups and make changes as appropriate**	**503 days**	**06/30/2004**	**06/02/2006**
624	1.2.27	**1.3 Update Legislative Champions**	**275 days**	**01/17/2005**	**02/03/2006**
625	1.2.27.1	**Identify additional legislative champions and interest groups**	**265 days**	**01/17/2005**	**01/20/2006**
628	1.2.27.2	**Identify legislative provisions, regulations, and organizational practices that impede CalPHIN efforts to integrate public health information systems and system development efforts**	**266 days**	**01/20/2005**	**01/26/2006**
631	1.2.27.3	**Secure legislation supporting integration and collaboration in California's public health system**	**265 days**	**01/31/2005**	**02/03/2006**
634	1.2.28	**3.7 Update Methods to Promote CalPHIN Activities**	**271 days**	**05/05/2005**	**05/18/2006**
635	1.2.28.1	**Update CalPHIN marketing and education materials**	**271 days**	**05/05/2005**	**05/18/2006**
636	1.2.28.1.1	**Update white papers, fact sheets, educational courses and group meeting presentations**	**271 days**	**05/05/2005**	**05/18/2006**
639	1.2.28.2	Utilize electronic bulletin board and CalPHIN website to communicate status of CalPHIN strategies and development activities to relevant stakeholders	5 days	05/16/2005	05/20/2005
640	1.2.28.3	**Continue to implement marketing and publicity plans**	**271 days**	**05/05/2005**	**05/18/2006**
643	1.2.29	**4.3 Continue to Identify Quick Win Projects**	**542 days**	**06/02/2004**	**06/29/2006**
644	1.2.29.1	**Continue to identify quick win projects**	**479 days**	**06/02/2004**	**04/03/2006**
657	1.2.29.2	**Identify targets of opportunity to decrease costs and increase benefits**	**479 days**	**06/02/2004**	**04/03/2006**
670	1.2.29.3	**Implement quick win projects**	**542 days**	**06/02/2004**	**06/29/2006**
676	1.2.29.4	**Market successful CalPHIN projects to relevant stakeholders**	**437 days**	**06/02/2004**	**02/02/2006**
683	1.2.30	**4.10 Update Collaborative Website**	**523 days**	**06/02/2004**	**06/02/2006**
684	1.2.30.1	**Update the website with meeting notices, agendas, and notes, document downloads, and maintenance**	**261 days**	**01/03/2005**	**01/02/2006**
688	1.2.30.2	**Notify relevant stakeholders of website location and purpose of content**	**523 days**	**06/02/2004**	**06/02/2006**
692					
693	1.3	**CalPHIN Long-term Activities**	**560 days**	**06/01/2006**	**07/23/2008**
694	1.3.1	**1.4 Gain Commitment and Support from Additional Stakeholders**	**526 days**	**06/02/2006**	**06/06/2008**
695	1.3.1.1	**Identify additional internal and external public health stakeholders, users, and inputs for CalPHIN (particularly from non-disease surveillance public health organizations)**	**526 days**	**06/02/2006**	**06/06/2008**

ID	WBS	Task Name	Duration	Start	Finish
699	**1.3.1.2**	**Distribute marketing materials to communicate CalPHIN activities to relevant stakeholders**	**262 days**	**06/15/2006**	**06/15/2007**
702	**1.3.1.3**	**Communicate progress of CalPHIN and early successes**	**276 days**	**08/11/2006**	**08/31/2007**
705	**1.3.1.4**	**Secure input from all affected parties to determine data desired (comprehensiveness of CalPHIN) and needs**	**435 days**	**09/04/2006**	**05/02/2008**
712	**1.3.2**	**1.3 Review Legislative Champions and Interest Groups**	**277 days**	**01/15/2007**	**02/05/2008**
713	**1.3.2.1**	**Update legislative champions and interest groups on progress and successes of CalPHIN**	**266 days**	**01/15/2007**	**01/21/2008**
716	**1.3.2.2**	**Continue to communicate the importance of supporting the CalPHIN vision**	**266 days**	**01/30/2007**	**02/05/2008**
719	**1.3.3**	**2.7 & 5.3 Communicate CalPHIN Standards to Relevant Standard-Setting and Security and Privacy Policy-Setting C**	**266 days**	**06/30/2006**	**07/06/2007**
720	**1.3.3.1**	**Communicate CalPHIN standards to relevant industry, Federal, state, and local standard setting and privacy and security policy-setting organizations**	**266 days**	**06/30/2006**	**07/06/2007**
723	1.3.3.2	Continue relationships with other states to share best practices and lessons learned	15 days	03/05/2007	03/23/2007
724	**1.3.4**	**3.4 Review Processes to Coordinate Funding and Other Resources**	**397 days**	**07/03/2006**	**01/08/2008**
725	**1.3.4.1**	**Continue to commit adequate resources to ensure continued success of CalPHIN**	**397 days**	**07/03/2006**	**01/08/2008**
726	**1.3.4.1.1**	**As necessary, revise strategies to coordinate available funding and other resources**	**397 days**	**07/03/2006**	**01/08/2008**
731	**1.3.4.1.2**	**Continue to engage in joint planning efforts to encourage the ongoing exchange of information about integration efforts at the federal, state, and local levels to minimize duplication and optimize funding and other resources**	**261 days**	**07/17/2006**	**07/16/2007**
734	**1.3.4.1.3**	**Annually review the coordination of funding**	**261 days**	**07/03/2006**	**07/02/2007**
737	**1.3.5**	**3.5 Review and Revise Formal Agreements to Facilitate Data and Resource Sharing**	**282 days**	**08/02/2006**	**08/30/2007**
738	**1.3.5.1**	**Review agreements among new public health stakeholders to facilitate data and resource sharing**	**262 days**	**08/02/2006**	**08/02/2007**
741	**1.3.5.2**	**Develop formal agreements between programs and jurisdictions to facilitate data and resource sharing (e.g., MOUs)**	**276 days**	**08/10/2006**	**08/30/2007**
742	**1.3.5.2.1**	**Develop terms of agreements**	**276 days**	**08/10/2006**	**08/30/2007**
745	**1.3.6**	**4.2 & 4.4 Identify Future CalPHIN Projects and Leverage Resources to Enable Information Exchange Across Efforts**	**393 days**	**01/22/2007**	**07/23/2008**
746	**1.3.6.1**	**Maintain and expand CalPHIN technical solutions**	**377 days**	**01/22/2007**	**07/01/2008**
752	**1.3.6.2**	**Monitor progress of existing pilots and information system development efforts**	**377 days**	**01/22/2007**	**07/01/2008**
758	**1.3.6.3**	**Identify, promote, and leverage resources to enable information exchange and communication across networks, systems, and application development efforts**	**393 days**	**01/22/2007**	**07/23/2008**
764	**1.3.6.4**	**Implement improved information and data management strategies that support CalPHIN**	**262 days**	**02/02/2007**	**02/04/2008**

ID	WBS	Task Name	Duration	Start	Finish
768	**1.3.6.5**	**Recognize and reward efforts that improve sharing of knowledge and good practice**	**262 days**	**02/02/2007**	**02/04/2008**
771	**1.3.7**	**4.9 Expand/enhance Reporting Capabilities for Sharing Public Health Information**	**140 days**	**03/07/2007**	**09/18/2007**
772	1.3.7.1	Expand reporting capabilities for sharing public health information among public health stakeholders	30 days	03/07/2007	04/17/2007
773	1.3.7.2	Expand shared reporting databases or necessary protocols	90 days	03/07/2007	07/10/2007
774	1.3.7.3	Identify and acquire reporting tools	20 days	04/18/2007	05/15/2007
775	1.3.7.4	Develop ad hoc reporting capabilities	90 days	05/16/2007	09/18/2007
776	**1.3.8**	**1.9 Track Progress and Results of CalPHIN Initiatives**	**480 days**	**06/01/2006**	**04/02/2008**
777	1.3.8.1	Track progress and results of CalPHIN initiatives (business, governance, and technology)	5 days	06/01/2006	06/07/2006
778	**1.3.8.2**	**Update tracking tool quarterly**	**436 days**	**08/02/2006**	**04/02/2008**
785	**1.3.8.3**	**Communicate status of initiatives to relevant stakeholders**	**458 days**	**07/03/2006**	**04/02/2008**
794	**1.3.9**	**5.5 Obtain Legal Assessment of any Privacy and Security Gaps; 5.6 Define Security Rules and Access Privileges**	**45 days**	**09/06/2006**	**11/07/2006**
795	1.3.9.1	Obtain a legal assessment on any gaps and barriers among current privacy and security practices that impact the CalPHIN initiative	5 days	09/06/2006	09/12/2006
796	1.3.9.2	Obtain legal opinion on the laws restricting the sharing of public health data	15 days	09/06/2006	09/26/2006
797	1.3.9.3	Review new Federal legislation that may impact CalPHIN	10 days	09/27/2006	10/10/2006
798	1.3.9.4	Review data security rules and user access privileges to ensure data integrity and security remains across systems	20 days	10/11/2006	11/07/2006
799	**1.3.10**	**1.8 Annually Update CalPHIN Strategic Plan; 6.7 Integrate Technology Planning and Department-wide Strategic Pla**	**551 days**	**06/02/2006**	**07/11/2008**
800	**1.3.10.1**	**Revise, supplement, and update the CalPHIN strategic plan to provide ongoing and long-term direction**	**551 days**	**06/02/2006**	**07/11/2008**
804	**1.3.10.2**	**Promote the concept that local planning processes should be shaped around the CalPHIN Plan and supporting strategies**	**522 days**	**06/02/2006**	**06/02/2008**
808	1.3.10.3	Develop plan for growth and change for the future	30 days	10/02/2006	11/10/2006
809	**1.3.10.4**	**Monitor progress towards goals, objectives, and strategies**	**533 days**	**06/20/2006**	**07/03/2008**
813	**1.3.11**	**2.3 & 4.7 Review CalPHIN Architecture and Identify Additional Potential Integration Points**	**434 days**	**10/04/2006**	**06/02/2008**
814	**1.3.11.1**	**Identify additional points of integration for the CalPHIN effort**	**20 days**	**10/04/2006**	**10/31/2006**
815	1.3.11.1.1	Update integration standards and specifications	20 days	10/04/2006	10/31/2006
816	**1.3.11.2**	**Periodically refine and confirm the data model specifications**	**363 days**	**01/02/2007**	**05/22/2008**
822	**1.3.11.3**	**Refine proposed architecture as CalPHIN implementation progresses**	**391 days**	**12/04/2006**	**06/02/2008**
827	1.3.11.4	Expand existing data models to support future development	30 days	06/04/2007	07/13/2007

ID	WBS	Task Name	Duration	Start	Finish
828	**1.3.12**	**2.8 & 2.9 Communicate and Maintain CalPHIN Standards**	**371 days**	**10/02/2006**	**03/03/2008**
829	1.3.12.1	Communicate and monitor use of CalPHIN standards in development efforts	15 days	10/02/2006	10/20/2006
830	1.3.12.2	Develop standards in non-priority areas to facilitate data capture and secure exchange	45 days	10/23/2006	12/22/2006
831	**1.3.12.3**	**Promote broadest possible application and use of adopted standards**	**30 days**	**12/25/2006**	**02/02/2007**
832	1.3.12.3.1	Communicate standards to relevant stakeholders	20 days	12/25/2006	01/19/2007
833	1.3.12.3.2	Obtain consensus from effected stakeholders on proposed standards	10 days	01/22/2007	02/02/2007
834	1.3.12.4	Promote use of published standards in all new development efforts	20 days	02/05/2007	03/02/2007
835	**1.3.12.5**	**Conduct ongoing compliance assessments**	**348 days**	**11/02/2006**	**03/03/2008**
841	**1.3.13**	**1.7 & 1.6 Review and Revise Change Management and Problem Resolutions Control and Processes, as needed**	**522 days**	**06/02/2006**	**06/02/2008**
842	**1.3.13.1**	**Review CalPHIN change management processes**	**522 days**	**06/02/2006**	**06/02/2008**
846	**1.3.13.2**	**Implement the CalPHIN change management plan and conflict and problem resolution processes and controls**	**261 days**	**07/03/2006**	**07/02/2007**
849	**1.3.13.3**	**Revise change management plan, as needed, to work in the new public health environment**	**261 days**	**07/03/2006**	**07/02/2007**
852	**1.3.13.4**	**Continue to promote and communicate desired future environment**	**262 days**	**08/02/2006**	**08/02/2007**
855	**1.3.14**	**1.2, 1.5, 2.1, 3.2, 3.6, 4.5, & 5.1 Review CalPHIN Work Group Members and Charters**	**347 days**	**06/30/2006**	**10/29/2007**
856	**1.3.14.1**	**Review membership and charter of the CalPHIN Office and supporting Work Groups and make changes as appropriate**	**266 days**	**06/30/2006**	**07/06/2007**
859	1.3.14.2	Expand and tailor, as needed, the CalPHIN governance and Work Groups' duties as documented in their charters.	15 days	08/02/2006	08/22/2006
860	1.3.14.3	Plan for ongoing support of CalPHIN	20 days	10/02/2007	10/29/2007
861	**1.3.15**	**3.7 Update Marketing and Communication Materials and Protocols**	**270 days**	**05/07/2007**	**05/16/2008**
862	**1.3.15.1**	**Update CalPHIN marketing and education materials**	**270 days**	**05/07/2007**	**05/16/2008**
863	**1.3.15.1.1**	**Update white papers, fact sheets, educational courses and group meeting presentations**	**270 days**	**05/07/2007**	**05/16/2008**
866	1.3.15.2	Utilize electronic bulletin board and CalPHIN website to communicate status of CalPHIN strategies and development activities to relevant stakeholders	5 days	05/16/2007	05/22/2007
867	**1.3.15.3**	**Continue to implement marketing and publicity plans**	**270 days**	**05/07/2007**	**05/16/2008**
870	**1.3.16**	**6.2 & 6.6 Continue to Promote Project Management Principles and Methodologies within CalPHIN**	**349 days**	**02/20/2007**	**06/20/2008**
871	**1.3.16.1**	**Continue to Promote the use of Project Management Principles and Methodologies within CalPHIN efforts and work cooperatively with the PPMB processes and controls**	**349 days**	**02/20/2007**	**06/20/2008**
877	**1.3.16.2**	**Communicate industry-standard technology project management methodologies**	**261 days**	**02/26/2007**	**02/25/2008**

ID	WBS	Task Name	Duration	Start	Finish
882	1.3.16.3	Review results of the performance measurements and review processes to track the progress and success of IT projects	45 days	02/26/2007	04/27/2007
883	1.3.16.4	Review FSR development processes to ensures rapid approval of proposed technology projects	30 days	04/30/2007	06/08/2007
884	1.3.16.5	Continue to work with State control agencies to clarify their expectations and expand their understanding of CalPHIN	15 days	06/11/2007	06/29/2007

D. GLOSSARY

AIDS	Acquired Immune Deficiency Syndrome
Authentication	Systematic way for establishing proof of identity between two or more entities, such as users and hosts
BPRP	CDC's Bioterrorism Preparedness and Response Program
BT	Bioterrorism
Business issues and needs	What must be addressed to accomplish the business objectives, achieve the goals, and realize the vision
CalPHIN	California Public Health Information Network
CD	Communicable Disease
CDC	Centers for Disease Control and Prevention
CELDAR	California Electronic Laboratory Disease Alert and Reporting System
Champion	Person(s) responsible for supporting and leading a change initiative
CT	Chlamydia Trachomatis
DCDC	Division of Communicable Disease Control
DHS	California Department of Health Services
DISB	Disease Investigations and Surveillance Branch
DZ	Disease
ELR	Electronic Lab-based Reporting
	ELR is the electronic transmission of public health data from clinical laboratories to public health agencies
External Challenges	Current environment challenges faced by the California NEDSS effort
FSR	Feasibility Study Report
GIS	Geographic Information System
	Software used to relate data to geographic locations for mapping, analysis, and manipulation
HAN	Health Alert Network
HEDIS	Health Plan Employer Data and Information Set
HHSA	Health and Human Services Agency
HIPAA	Health Insurance Portability and Accountability Act
HISP	Health Information and Strategic Planning Division

HIV	Human Immunodeficiency Virus
HL7	Health Level 7
	HL7 is a standards development organization formed in 1987 to produce a standard for hospital information systems
IDR	Integrated Data Repository
Infrastructure	Variety of mechanical, physical, and support technologies that enable and facilitate information and data exchange, as well as communication among and between people and organizations
Integration	Ability to share critical information electronically at key decision points throughout the public health system.
Interoperability	Capability to communicate, execute programs, transfer data among various units in a way that requires systems users to have less human intervention in the initiation of intra-system actions
ISO	International Organization for Standardization
IZ	Immunization
LHD	Local Health Department
LHJ	Local Health Jurisdiction
LIS	Laboratory Information System
LOINC	Logical Observations, Identifiers, Names and Codes
	A set of names and ID codes for identifying laboratory and clinical observations.
MD	Medical Doctor
MDL	Microbial Diseases Laboratory
NEDSS	National Electronic Disease Surveillance System
NETSS	National Electronic Telecommunications System for Surveillance
Objective	Specific measurable targets for accomplishment that contribute to achieving the vision and goals, address strategic issues, and collectively, realize the vision for technology
OOA	Office of HIV/AIDS
OSHPD	Office of Statewide Health Planning and Development
Outcome	Reflects the actual results achieved, as well as the impact of benefits for stakeholders during or after their involvement with a program. Outcomes may relate to knowledge, skills, attitudes, value, behavior, condition, or status

Performance Measure	Provide a measure of discipline in evaluating the relevance and contribution of individual strategies and projects to overall strategic goals, and ensures accountability by creating objective measures of success
PHCDM	Public Health Conceptual Data Model
	A high-level conceptual data model, developed as part of the CDC NEDSS initiative
PHIN	Public Health Information Network
PHL	Public Health Lab
PMBOK	Project Management Body of Knowledge
PPMB	Planning and Project Management Branch
Privacy	Individuals' interests in preventing the inappropriate collection, use, and release of personally identifiable information in the public health system
Privacy Policy	A plan, procedure, or course of action designed to influence and determine decisions and actions regarding the collection, use, and disclosure of personal information
Public Health System	A network of people, information systems, organizations, and public health processes focused on the health of the population
Public Health Information	Any and every type of information that is collected, transmitted, or maintained by the public health system
SNOMED	Systemized Nomenclature of Medicine
	A nomenclature classification for indexing medical vocabulary, including signs, symptoms, diagnoses, and procedures
Stakeholder	Individual, group, or organization having a vested interest in the organization and expecting certain levels of performance from it
Standards	Common and repeated use, rules, guidelines, or characteristics for products, processes, or services
STD	Sexually Transmitted Disease
Strategic Goal	Desired end results, generally 3-5 years
Strategic Plan	Plan of action aimed at achieving a desired future condition
Strategies	Actionable plans for achieving the goals and objectives
TB	Tuberculosis
Vision	Brief description of the ideal future condition